

April 1961

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# Public Relations Journal



LORING K. MACY & AARON SHEINFELD

*Examine American Foreign Trade, Investment*

J-12

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**RUTH MEHRTENS: BOSTON** Ruth Mehrtens grew up in a New Haven, Conn. parsonage where she was taught that if you have not studied ancient Greek you will never write decent English, and that a man without a Yale Ph.D. walks humbly with his God.

Fifteen years ago, with no Greek and only an A.B. from Smith (1912), she joined *TIME*'s editorial research staff. Since then she has done extensive research for nearly every department of the magazine; she has been a *TIME* writer (*Foreign News* and *Hemisphere*); and for the past 10 years she has been a *TIME* reporter in Chicago, Ottawa, New York and Boston. Today, she is *TIME*'s first woman Bureau Chief—in Boston, where, as she says, neither Greek nor Yale can help you much.

Headquartered just off Boston Common on Providence Street, Ruth Mehrtens and her staff of five are responsible for all six New England states—an area now making news in virtually every field, but especially in education, electronics, medicine, politics and the fine arts. For the month of January 1961 alone, the Boston bureau filed for three cover stories: The U. S. Scientists (Men of the Year), Physiologist Ancel Keys, and First Lady Jacqueline Kennedy.

Describing her assignment, Ruth Mehrtens says: "Here a reporter faces some of the most vigorous minds in the country. New Englanders are a sophisticated lot, accustomed to thinking for themselves, and often just as taciturn as legend has it. But beneath the surface there is an endless number of exciting and meaningful stories. Our job is to find them and tell them."

To that job she brings a seemingly limitless curiosity and an agile mind. "She grasps any kind of news situation in a minute," observed a Boston colleague. "She moves quickly, and expects her people to do so." Or as New Hampshire's Governor Wesley Powell says: "A keen approach to public persons and a razor sharp ability to put the conclusions into words—these are the stock in trade of *TIME*'s Ruth Mehrtens."

**TIME** *The Weekly Newsmagazine*









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# Public Relations Journal

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# EDITORIALS

## The Thought Leaders Multiply

The "think" type of magazine, as recently as the early 1940's, usually had a tough time. Not many people subscribed and most advertisers shied away. But something heart-warming has developed in this area in recent years.

Gains of circulation of 1000 per cent have occurred in some instances. Advertising revenue and profits have grown rapidly. This enables the editors in this elite field to pay for the finest of manuscripts and illustrations, and to inaugurate new departments and services. For instance, "The Saturday Review," with a circulation rise from 23,000 to 260,000 in less than a generation, now has a special section which appears frequently devoted to communications.

An analysis of the readership of some of these magazines shows an exceedingly high degree of influence in various directions. Readers include many writers, editors, lecturers, commentators, columnists, educators—yes, and public relations specialists too. Among other readers we find numerous persons with great responsibilities in business, industry, finance, government and foundations.

The editors of the "think" kind of publications introduce many new ideas which have far-reaching impacts on our society and economy. These editors and their contributors have little worry about pleasing or displeasing the mass mind—they usually have a highly educated, sophisticated and forward-looking readership of influential people whose thinking sooner or later may permeate the public generally. Occasionally this process works rather quickly, but more often it requires considerable time.

Public relations people have long been aware of the necessity of understanding and working with intellectuals and others influential in molding opinions and attitudes of huge segments of the population. In the light of the events mentioned above, it seems more desirable than ever that public relations workers should keep up and even accelerate their efforts in this direction.

Further, as top management becomes more conscious of what is taking place, it will realize the increasing needs and opportunities for public relations activity in this greatly expanding field of thought leaders who influence public opinion so much.

## Are We "Middle Class"?

How would you attempt to describe an "average" public relations worker? Whether or not you might want to try to do this difficult job, one of our readers has done so—after a fashion. He sent us a letter quite recently, suggesting that we ask a certain social scientist to write a special article for the JOURNAL. Our correspondent is quoted in part:

"Since public relations people are in the middle class, they can't always depend upon their own personal experi-

ence to provide them with the right insights about the blue collar worker. The article would give them a much better understanding about our largest and perhaps least understood class."

Well, we never wondered whether public relations people were "middle class" or any other. We don't yet know the potential author's definition of "class." It probably involves financial income, "social status," education and other factors.

Some years ago a prominent opinion researcher, during a poll of a cross section of American adults, asked whether the respondents considered themselves as being in what frequently is known as the upper, middle or lower classes. Nearly every respondent, whether he had a big or little job—or whether he received a large salary or rather modest wages—answered that he was "middle class." Most of the factory workers said they regarded themselves as "middle class."

But anyway, in spite of our comments above, we have arranged for the learned doctor to submit an article. It might turn out to be stimulating. We need to welcome any available new knowledge or new approaches connected with our field.

## No Stone Unturned

A situation has come to our attention which drives home the need for public relations vigilance in all parts of an organization.

A member of the Public Relations Society of America asked a local agent, with whom he had dealt for several years, a fairly simple, technical question. A definite answer was wanted rather soon. After a few weeks, the agent wrote suggesting that the public relations man get in touch with the agent's district sales office. Of course, the agent could have provided this small service himself.

So, our friend wrote a polite letter, correctly addressed, to the district sales office. Weeks later, when he had received no acknowledgement whatsoever from that office, he wrote another letter—friendly in tone—to the national headquarters of the company involved. Two weeks went by and then, finally, the answer reached him. It consisted of three abrupt sentences.

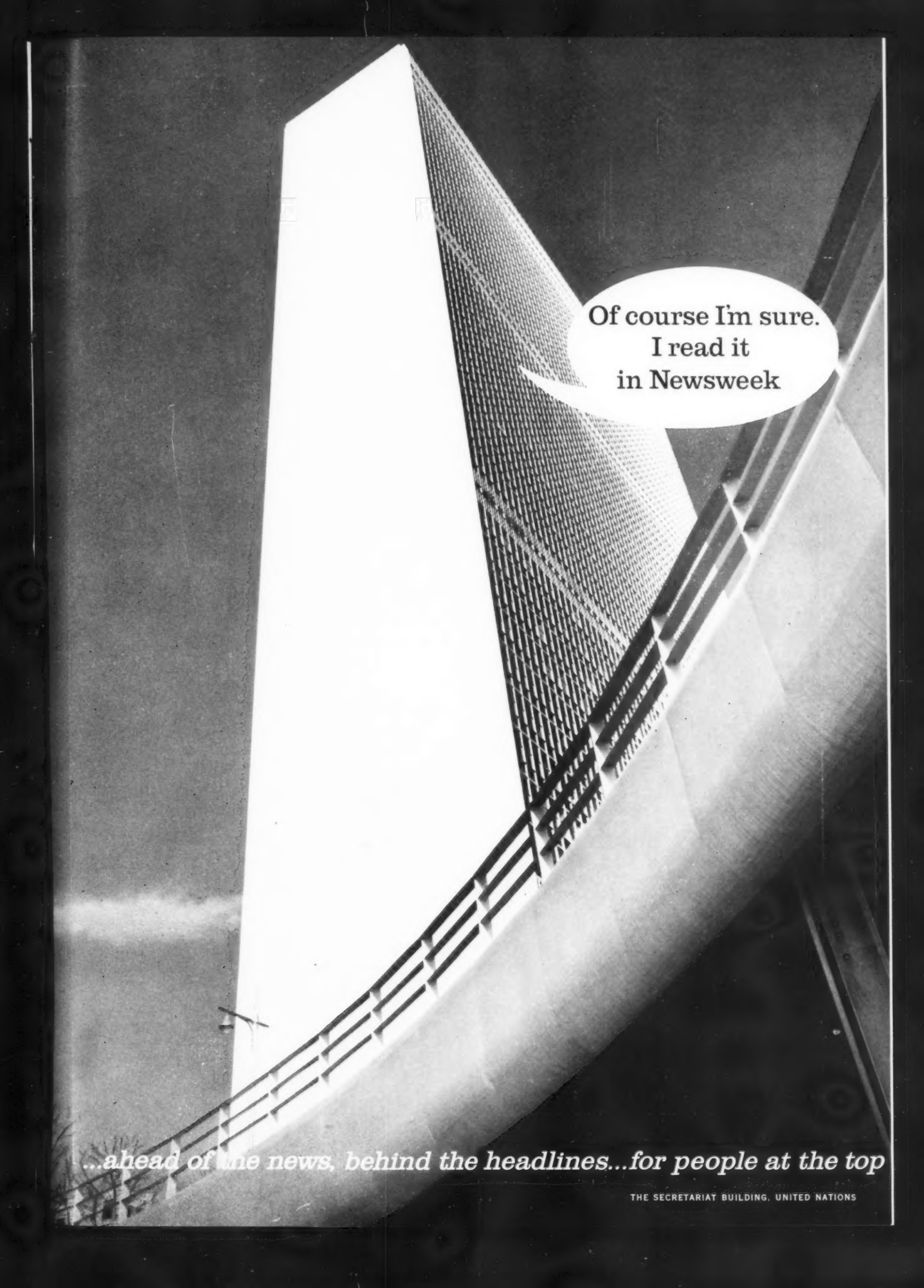
We allow for human oversight or error in the handling of almost any kind of work. But after all, this particular case indicated too much negligence or indifference or both. Probably this doesn't happen often—we hope not.

Maybe the company's public relations department doesn't have enough personnel or funds to accomplish all that it knows ought to be done. Perhaps it doesn't get enough cooperation from a division or department chief.

In any case, we believe top managements are becoming more and more aware that public relations at all levels is an asset, even a necessity, in all organized activities. No stone should be left unturned.







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I read it  
in Newsweek

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## Accelerating Foreign Trade And Investment

By LORING K. MACY

THE era of complacency in our foreign trade is over. It came to a slow and gradual end while our allies in the North Atlantic Alliance were recovering from their postwar economic weakness. Thanks to their own hard work, persistence and resourcefulness, coupled with considerable economic aid from the United States, several of them have achieved unprecedented levels of prosperity. We gladly join in acknowledging the success of their efforts and wish them continued well being. But to our own American export industries—a word of advice.

We no longer can sit back complacently, supremely confident that our products will find a ready buyer's market; that the famous mark of quality, "Made in the U.S.A.," is a substitute for sales promotion; that our goodwill is a substitute for styling and packaging; that mail order and sporadic display advertising are substitutes for vigorous agency representatives going out with samples and hard-hitting salesmanship which are essential in a highly competitive and dangerous world.

### ECONOMIC LEADERSHIP

If we are to maintain our position of economic leadership in the free world, we must mobilize every resource at our command. Not the least vital of our resources is our "brainpower" — a commodity which, fortunately, our public relations profession has in fairly good supply. This article is, in a sense, a sum-

mons to the colors—a rallying call to our publicists, our idea men, our promotion specialists, our writers, our speakers; in short—a creative segment of our population—for their help and advice in a time of crisis.

The public relations practitioner is in a unique position to make an important contribution to our export expansion. There are several practical measures he can take. Among them:

1. If his company (or client) is engaged in manufacture of a product which might readily find a market abroad, and which is not being exported, the public relations workers could look into the possibilities of bringing the company to a new and important market.
2. If the company is already engaged in export, the public relations person

might profitably look into the question of expanding the market to other areas.

But perhaps the most useful role which the public relations practitioner can play is that of "Thinker-in-Chief" on world conditions for his employer or client. It is no small task for busy public relations executives to keep abreast of developments in a fast changing world. If he performs his job diligently, he will need to read reports, studies, analyses, correspondence and files. On top of which, he has the national and daily newspapers, magazines, trade journals and house organs to contend with.

To become the office "authority" on any given topic — such as investment prospects in the newly emerging countries of Africa — he can't rely merely upon the periodical press. The Bureau of



Individual packets of sugar were given to visitors in the U. S. Exhibit at the 16th Casablanca International Trade Fair held last year. Over a million interested visitors attended exhibit.

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LORING K. MACY is Director of the Bureau of Foreign Commerce, United States Department of Commerce. He was designated as first Director of the Bureau in October 1953, and in this position he has charge of all international trade and investment activities of the Department.



## A READING LIST FOR PRACTITIONERS

### AIDS TO SUCCESSFUL EXPORTING

Among the many BFC publications useful to all foreign traders, those listed below are especially useful to those who are new to the export market.

"Foreign Commerce Weekly." A news magazine of practical business information. Features articles on foreign trade and lists specific foreign business opportunities.

"How BFC Works for You." Describes how the Bureau serves the U. S. foreign trader by providing various kinds of practical information and services.

"Checklist of BFC Publications." Lists and briefly describes all Bureau of Foreign Commerce publications.

"Guides for the Newcomer to World Trade." Points out some of the problems involved in foreign trade, suggests methods for solving them, lists sources of additional information.

"Channels for Trading Abroad." Describes principal channels through which successful world traders export and import their goods. Suggests methods and sources for selecting foreign representatives.

"World Trade Information Service." Economic, operations, and statistics reports on trade and investment conditions in foreign countries.

"Trade Lists." Names and addresses of foreign manufacturers, importers, wholesalers, distributors, sales agents, and service organizations grouped by country and by individual commodities, industries, and services.

"World Trade Directory Reports." Summary business reports on foreign firms, showing size and type of organization, method of operation, lines handled, sales territory and volume, capital, names of owners and officers, and firm's general reputation.

"Directory of Foreign Advertising Agencies and Marketing Research Organizations." A source of information for establishing contacts in the development and promotion of your export trade.

"Sources of Information on Foreign Trade Practice." A guide to reference sources for information on foreign trade techniques.



An interested Japanese businessman asks a question of a demonstrator about one of the machines that was on display in the U. S. Exhibit at the Osaka, Japan, International Fair.

Foreign Commerce can be of inestimable help. This Bureau publishes a weekly which goes into considerable detail on such things as investment opportunities in foreign countries, economic conditions abroad, foreign government activities, U. S. Government actions affecting foreign trade, data on transportation and travel, trade leads and trade fairs and exhibits. In addition, the Bureau issues a variety of pamphlets, brochures and books dealing in detail with the economic conditions and trading and investment climates of many countries and regions.

### INFORMATION CENTERS

There are other information sources available to the public relations practitioner who aspires to become a reliable source of current economic intelligence on world affairs. Many countries maintain information centers in Washington and New York from which they distribute information bulletins and press releases. In recent years, regional groups of nations such as the Common Market have organized newsletters and statistical studies for use by specialists. Studies by Congressional committees dealing with international developments are also available at no cost to public relations persons who are interested.

### LISTEN TO REPORTS

Employers should listen sympathetically to a staff member's reports on, let us say, how business can be increased by exhibiting at one of the many international trade fairs in which the United States participates. The last few years have demonstrated graphically how a display at an international trade fair can be translated into dollars and cents. But many companies refrain from participation simply because this fact has not been

called to their attention. If a company has been negligent in looking into the matter of trade fair participation, its public relations consultant has an excellent opportunity to make his weight felt in what is really fallow ground.

### RIISING PROSPERITY

The rising prosperity of most of the free world nations, to which I have already referred, and with it the steadily increasing demand for consumer goods by the industrially developed as well as the less developed countries, holds great promise for continued expansion in international trade. Export expansion calls for an all-out effort by private industry and Government, working in concert to:

1. Maintain the U. S. position as a leader in promotion of mutually beneficial international trade;
2. Strengthen the balance-of-payments position of the United States to assure its continued ability to purchase supplies abroad;
3. Increase private U. S. participation in the development of less-developed countries, and
4. Assure a full opportunity for U. S. industry to share in the expanding markets of the world.

Public relations is really the key to the achievement of these objectives. Management can use advice provided by its public relations executives or counsels for guidance as to the direction of various basic policies. In an age of dynamic change such as we are now experiencing, when we must recast our thinking along *global lines*, the public relations practitioner is called upon to do his part. It is easily a vital one.

## An Executive Looks At America's Export Program

By AARON SCHEINFELD

LORD Kitchener once defined peace as a short pause between wars for enemy identification. The vanquished have become our friends and allies, and Russia, one of the strongest of our allies of yesterday, today seems to be threatening our very existence. The most sinister aspect of it all is that this enemy and its satellites have declared an economic war against us and they hope to win a victory in the markets of the world without firing a shot.

The greatest danger which stalks us is that Russia and its cohorts may conquer the economic souls of the have-not peoples of the Near East, Africa and Asia, and then through infiltration win the political souls of these underprivileged peoples.

### INTENSIVE DRIVES FOR SALES

Our allies are meeting it with government-fostered common-market unions, as well as with intensive individual drives to sell their products in the markets of the world. Economic isolationism is today as dead as political isolationism and we must, therefore, fight this economic war with every trade weapon at our command. Above all, we must develop new formulae for expanded exports and investment to supplement our foreign aid program, which will include as one of its principal ingredients an understanding of other people's needs and a stimulation and re-education of their wants.

I spent the first four months of 1960 traveling through Europe and Asia meet-



ing and talking with business and government leaders. The observation was inescapable that we are not administering our foreign aid program anywhere nearly as effectively as we might and that in the area of export, we are still largely selling our products out of catalogs, as we successfully did in the early postwar years, when our problem was only one of production and not of consumption. As a result, we are still smug and complacent at a moment of history when our very way of life is seriously in danger.

Our Gross National Product in 1960 approximated something more than \$500 billion and our exports, around \$17 to \$18 billion, or about 3½ per cent of our total production. If to our imports we add our foreign aid program and our military and tourist expenditures abroad, we find that for some years the flow of gold from our shores exceeds our income from abroad by \$2 to \$3 billion per annum. I need not dwell upon the implications of this kind of disparity.

### ONE SIDE OF COIN

We are advised by our top economists that we must find the solution to the problem by adding billions of dollars to our annual exports. However, this is but one side of the coin, for we must also develop consumers for our products, not only in the European trade arena, but in the underdeveloped countries of Africa and Asia. It will take a combination of an intelligently administered foreign aid and investment program and an intensified export program on the part of our product manufacturers to win this still unwon economic war.

In the European trade areas we must put to work the dynamic selling techniques we employ in the United States for the sale of our products domestically. Above all, we must send salesmen into the European markets who have an understanding of the languages and traditions of their potential customers. It is reliably reported that there are 500 West German salesmen based in Cairo, Egypt, who speak the language of the countries to which they are assigned and who have captured much of the business of the Near Eastern markets. In the ten-year period from 1945-1955 they jumped their sales to Greece, Turkey and the Middle East from \$10 million a year to well over \$700 million a year. In the three markets of Greece, Syria and Iran, West Germany is today the number one trading country.

Ludwig Erhard, West Germany's Economics Minister is quoted as follows: "We failed in two wars to conquer the Middle East with soldiers but now we have done it with salesmen. What we failed to do with cannon we have accomplished with sample cases."

Out of several hundred thousand American manufacturers who could export their products, only 10,000 are reported to be doing business with any foreign country. This is exclusive of branch

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AARON SCHEINFELD, a successful tax and corporation attorney, was co-founder with his law partner, Elmer Winter, of Manpower, Inc. He serves as Board Chairman of Manpower, the world's largest complete business service, and is President of its affiliate, Salespower, Inc. Mr. Scheinfeld is a graduate of the University of Wisconsin law school.

factories established by American industry in foreign countries.

It is said that the African and Asiatic markets do not tempt American manufacturers because the people of these two continents do not have dollars with which to buy our products. Those who take this position are not thinking of the long haul, but rather of the immediate moment, and they seem to be unaware of the fact that the people of Africa and Asia are on the march and are demanding that their countries be developed industrially. Having directed a good part of our foreign aid program toward sparking the industrial development of the have-not countries, Americans—through private industry—had better begin now to plan a long-range program for the sale of products to these consumers of tomorrow.

The time has come for a coalition between Business and Government in the promotion of both an export expansion and a foreign investment program. But this partnership will succeed only if it is undertaken with the help of the public relations people of America, whose job it will be to erect "bridges of understanding" with peoples of the world, whether as recipients of our aid, partners in our enterprises or customers for products.

American businessmen are largely unaware of the tremendous market potential that exists beyond their own backyard! They have, if anything, overdeveloped their domestic market. In the meantime, however, in the growing foreign markets of the world, new challenges—and opportunities—are arising. They could be met by stimulating a growing

appetite for the products and living standards of America.

#### THE KEY WORD

The key word here is "appetite." Public relations workers can play a key role in stimulating this thing called appetite—not only the appetite of foreign peoples for our goods (and way of life), but also the appetites of their own clients or employers for capturing new markets abroad. In the future, I predict, going out after the rich and growing markets of foreign countries will mark the next big swing in the strengthening of American industries.

Public relations is a powerful profession, for it reaches into the minds of men, where decisions are made, helping to shape these decisions by changing concepts and attitudes. Your leverage is tremendous. Raising a question here, making a comment there, can affect business decisions for years to come. Much depends on our "orientation"—the direction in which we are pointed. You can prepare our way into foreign markets by:

1. Digging up, for our perusal, facts and figures on export opportunities, as pointed out by Loring Macy.
2. By exploring the economic, social and government picture in a particular country—as a backdrop for the efforts of our sales departments.

The mere act of raising the question of export is a contribution to this nation's current export expansion program, for everything begins with awareness—which is where public relations can make a large contribution.

In my own trip abroad, I found also that public relations men in some foreign cities I visited provided me with invaluable opportunities to meet important people, among whom members of the press were only one segment. Through local public relations representation we established vital contacts in nations where our company had been unknown before. Setting up such relationships is a major step in opening offices abroad. In our case, we have substantially increased our overseas franchise representation in a few months, and much of this progress was attributed to the help we received from the public relations people in the countries visited.

The Free World gained a great public relations advantage over the Russians as a result of the trip of former President Eisenhower to 11 countries of Asia and Europe. I saw the film of his trip while in Colombo at an Embassy party, and I also witnessed the arrival of Khrushchev and his entourage in Delhi and the parade which followed. The Eisenhower film showed the tremendous excitement which greeted him. I also saw the expressionless reception which greeted Khrushchev in Delhi.

The joker in the investment picture, however, as far as making a profit is concerned, is that one must adopt a new attitude toward maintaining control of the enterprise he builds. No self-respecting foreign people will tolerate outside ownership in *perpetuity* of its productive facilities. Here, American businessmen with their customary adaptability, can find a new way to make a contribution—by relinquishing controlling ownership after a long period, but gaining continuing and adequate compensation for their efforts through special *licensing* agreements.

#### AN 11-POINT PROGRAM

In talking with top business and government leaders in every one of the seven countries I visited, we hammered out an 11-point program which American businessmen might study if they wish to make the most of the future. I will be glad to send it to anyone interested in a new approach to foreign investment that will be welcomed with open arms (and remain welcome) in any foreign country, and free us once and for all from charges of colonial exploitation.

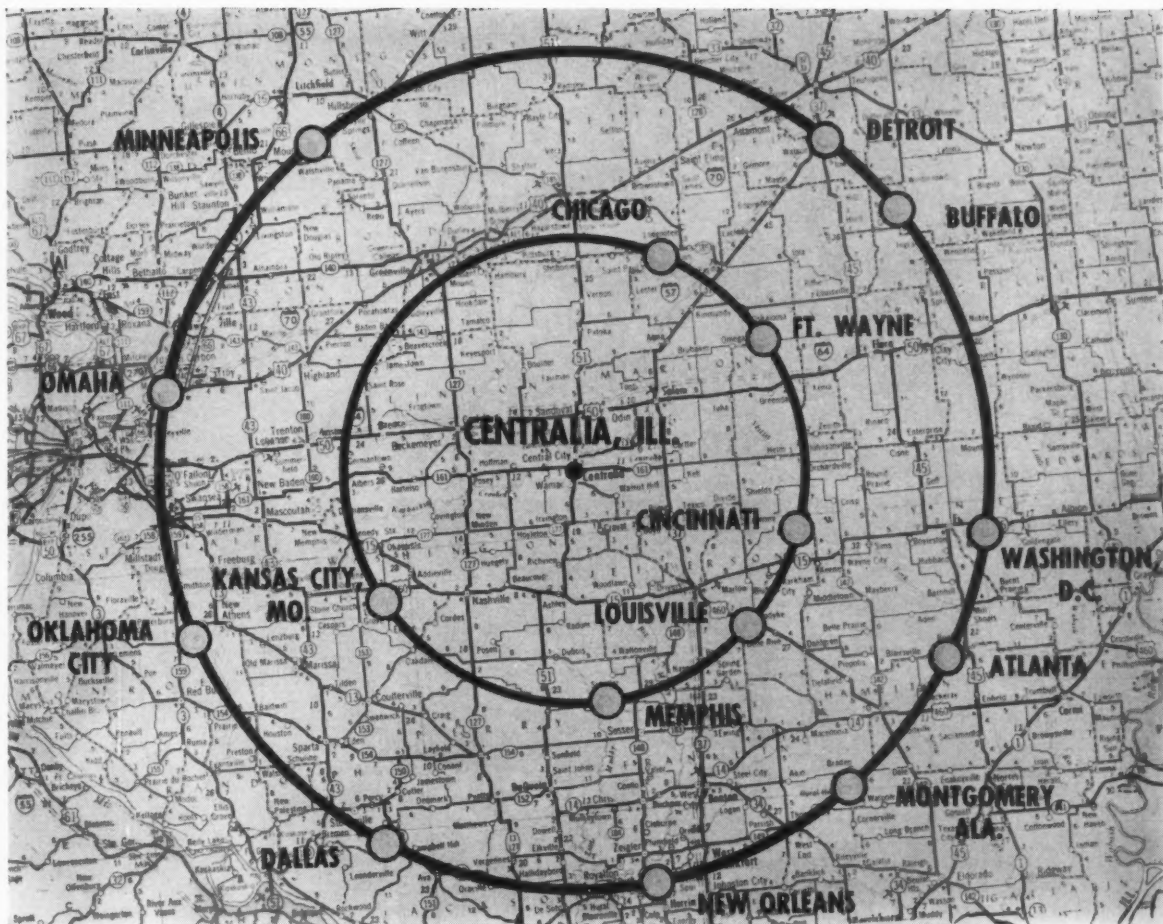
With such a new attitude, we can dramatically boost the rate of American capital investment abroad. It is important that this increased rate of investment take place, for without it, the prodigious sales efforts which will be made in the next decade to sell American-made products abroad will be partially wasted on people who have no jobs and no purchasing power.

True, the world needs us; but we also need the rest of the world.



Seville, Spain: The market here centers around a cooperative Andalusian donkey.



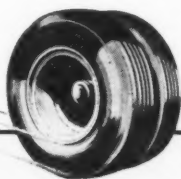


## CURIOUS-LOOKING MAP?

Indeed it is—for everyone knows that the cities on each of the circles are not actually equidistant from Centralia. The explanation? It's not a geographic map at all—it's an economic map. Its purpose is to show how the direct, flexible transportation service provided by trucks shrinks the miles between point of origin and destination—how it has the effect of equalizing the distances between widely scattered cities . . . Centralia, Illinois—the population center of the U. S. and a city of approximately 15,000 people—is within 24 hours by truck of each of the cities plotted on the inner circle—and within 48 hours of those on the outer circle! This, multiplied the length and breadth of the land, is the changing face of America—new market horizons made possible by the magic of truck transport.

## AMERICAN TRUCKING INDUSTRY

American Trucking Associations, Inc., Washington 6, D. C.



THE WHEELS THAT GO EVERYWHERE



## The Impact of Public Opinion Upon People and Governments

# Are We Outgrowing Democracy?

By GEORGE DICKSON SKINNER

**E**VE made a direct personal approach to Adam in the matter of the apple. If she had been trying to get a hundred million people to eat apples, she would have had to use a different method.

When Samuel Adams proposed the committees of correspondence which helped to generate the American Revolution, he was talking to a few hundred fellow-Bostonians in a town meeting. Today, for a program comparable in its concern with affairs of government, he might have to get the enthusiasm of local audiences of several million as a starter, and his target would be the co-operation of most of a hundred eighty million people scattered from the New England coast to the middle of the Pacific and from the Arctic Circle to the tropics.

Modern circumstances make the effort to influence public attitudes something quite different from a personal approach to a small familiar group. It is so different that it has become a professional occupation calling for technical knowledge and skill. Some of the techniques have come under sharp attack. A judge of the United States Court of Appeals said in a recent opinion, "The methods employed might well cause justifiable fear to those concerned with the viability of our representative form of government."

### PUBLIC OPINION IN ACTION

The question deserves examination. Whether in the so-called pure democracy of the town meeting or in the representa-



tive form of the republic, government by the people is simply public opinion in action. Men convinced of the desirability of any action must seek the support of public opinion. Yet many officials and some of the most articulate intellectuals criticize efforts to influence public opinion and seek to hamper or penalize them.

One type of penalty is the refusal to permit the costs of advertising and publicity programs to be treated as business expense if the programs are aimed at influencing legislation or government policy. A related kind of attack aims to restrain any organized effort to express an attitude or point of view to members of the legislatures. This attack includes not only legal restrictions but also the attempt to discredit the very effort—to make "lobbying" and "pressure groups" into dirty words that imply vaguely evil activities.

A "New York Times" editorial criticized former President Eisenhower for urging people to show that public opinion is behind the campaign for a sound

dollar, by letters, telegrams and telephone calls to Congress and the administration. Calling the suggestion "a technique employed by every selfish pressure group in the country," the "Times" editorial writer concluded, "In our opinion the more Congress is permitted to decide issues of this kind the freer it is; the more it tends to be influenced by the volume of its correspondence on one side or the other the weaker it is. Organized pressure is no substitute for reasoned argument."

The "Times" writer might be hard put to explain how he wants Congress to be "freer." The implication is that he wants it to be free of public opinion, and that is a startling position for a paper that currently is considered Democratic. The essence of the position is in the appeal for reasoned argument, which is, in effect, set in antithesis to public opinion.

That attitude seems to be widely held. Vance Packard said that his book "The Hidden Persuaders" was a protest against professional persuaders who "are eschewing rational appeals to us in favor of appeals carefully baited to trigger desired responses at the subconscious level."

These men impale us very uncomfortably on the horns of a dilemma. The form of government we cherish runs by the power of public opinion, yet public opinion is so subject to sinister manipulation that the government must be shielded from it. So what becomes of government by the people?

### PUBLIC OPINION

Our first move to escape from that dilemma might well be to scrutinize closely the character of public opinion.

It is not merely a statistical tabulation of the individual opinions of all the men and women who make up the public. A recent writer has pointed to the danger of seeing any segment of the public "as a lump of humanity instead of as separate distinct individuals." But a still

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GEORGE DICKSON SKINNER, Supervisor of the Public Relations Department of N. W. Ayer & Son, Inc., New York, has been in the public relations field since 1940. He received his LL.B. degree from Columbia, and after his admission to the New York bar in 1923, he practiced law between 1923-24. He was a free-lance writer after that for five years and then entered public relations.

greater danger lies in failure to recognize the differences between individual and mass psychology.

Those differences are recognized in practice all the time. We say that a man is intelligent or stupid, that a woman is insensitive or that she has insight, but we don't apply those terms to nations. Nevertheless, a diplomat or a business man dealing with other countries has to take account of the fact that each nation does have distinguishing qualities, characteristic attitudes with which he must reckon.

The personality factors least common among any large number of people are the mental characteristics, intelligence, information, judgment. What the greatest number of people have most in common is essentially emotional.

### THREE FUNDAMENTAL DESIRES

Psychologists have analyzed the forces underlying mass movements by varying systems and different terms. It seems to me that they are most convincing when they relate mass attitudes and actions to three fundamental desires. The three have varied in importance from time to time in history; they vary in importance from place to place today. In combination, however, they make the soil where public opinion has its roots.

They are the desires for security, for dignity and for meaning.

The first is so basic that we tend to take it for granted and overlook it. Studies have shown, for example, that fear for economic security is a major factor in some of the most bitter racial antagonisms. Obviously or obscurely, the security need tinges every shade of public opinion.

The desire for dignity has many aliases. Call it the effort to gain recognition, the need to assert the ego, the striving for status. They all mean substantially the same thing, and it appears with many different faces. I know a clergyman who wears humility like a chip on his shoulder. He is as proud of his humility as other men are of wealth and power, and it is equally a form of ego-assertion. But in whatever form it takes, the desire for dignity is an urge that marks man as something more than animal. It is a basic human quality, the powerhouse of human evolution. As for its relation to mass attitudes, one leading psychologist, Hadley Cantril, has commented that any ideological system, even religion, loses its hold when it fails to offer "the possibility for individual emergence through action."

### A DESIRE FOR MEANING

In the desire for meaning, man reaches still further outside of himself. The need to be secure, springing from the instinct of self-preservation, is common to all

life. Man goes beyond that; he wants to "get ahead." And it is equally characteristic that he wants to know where he's heading. What's it all about?

In the formation of public opinion as part of the democratic process, the desire for meaning is often crucial. It is revealed most clearly in periods of change and upheaval, of which our own time is certainly one.

The meaning sought is less a reasoned understanding than a sense of direction and purpose that is fundamentally emotional. The character of the need is indicated by the fact that it has so often found an answer in symbols, slogans and catchwords. The "citizens" of Revolutionary France found meaning and purpose in the cry "Liberty! Equality! Fraternity!" They wore Liberty Caps copied from a toque given to freed slaves in the ancient Roman Empire. Those without knee breeches, the *sans culottes*, turned their lack into a dynamic symbol just as, more recently, did those who worked without shirts, the *descamisados*, who gave power to Perón in Argentina.

The needs for security, for dignity, and for meaning may be discussed separately for the purpose of analysis. Actually they are so interwoven and blended that they intensify each other, and when they are thwarted or threatened, the result may be violence or some other kind of popular excess. That is the explanation of all the great revolutions, of race troubles today, and of every major conflict between large groups of people.

It takes deep emotion to generate violence, and the violence produced when these desires are blocked, is, in reverse, a measure of the strength and stability of a government that fulfills them. The power of public opinion as the engine of democratic government springs from the fact that it is shaped and directed by these basic human needs.

When Eisenhower asked people to write Congress and the administration in support of a sound dollar, he was not suggesting that they formulate details of policy. He was trying to bring public opinion to the support of a broad objective. The two are widely different. The first demands the most careful reasoning while the nature of public opinion requires that any effort to influence it should seek an emotional response.

Reasoning can never stir much emotion in masses of people. Not even in a single person, in fact. In "My Fair Lady," Eliza Doolittle sings to a talkative suitor, "Never do I ever want to hear another word. Show me! Show me now!"

Eliza has a pretty good formula for moving public opinion. Action, pictures, dramatic symbolism, can do what argument cannot.

History is the laboratory for this study. It is the only way you can put whole na-

tions under the microscope. Every great popular movement is a case record of the development of public opinion.

The greatest movement so far recorded has been the spread of the Christian religion, and it is significant that Jesus never argued about His divinity. He healed the sick and forgave sins and left argument to theologians in the centuries that followed. Whole libraries of argument have been written about Christianity, but it was not reasoning that launched the movement or gave it power. The reasoning came later to rationalize what had been done.

### THE FUNCTION OF ARGUMENT

That seems usually to be the function of argument in relation to public opinion. It confirms, sustains, strengthens a position already established, but it does not move people to a new position in the first place. As an instrument of change or new development, it may even defeat itself because it stimulates opposition.

The Kennedy-Nixon television series during the 1960 presidential campaign was called "the Great Debate" with some tongues in editorial cheeks. It has been credited with influence on the election because of the way the two personalities registered on the television screen, but I have seen no suggestion that the argument altered public opinion on the issues discussed.

One of the most famous arguments in American history is that in the Lincoln-Douglas debates. There is no evidence that they affected public opinion in any way except to draw attention to Lincoln himself. Lincoln lost the senatorial campaign, and the point of view supported by Douglas lost out in the end.

What swung public opinion to Lincoln's position was not his skill in debate but the fact that the people of the North, to take Eliza Doolittle's word, were "shown." Harriet Beecher Stowe showed them in "Uncle Tom's Cabin." The Southerners in Congress showed them by trying to move a slave economy into new territories where the Northerners hoped to find opportunities for themselves without going into competition with slave labor.

To complete the mass attitude outlines of that conflict, it should be noted that on the other side of the Mason-Dixon line it was not intellectual conviction about States' rights that drove a luxurious society to war. It was a threat to the means of life and to the way of life that provided both dignity and the only meaning the people had known or wanted to know.

### POWER OF LEADERS

Any effort to turn public opinion in a new direction must seek means of changing the direction of the basic desires. His-



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torically, one of the most powerful means has been confidence in a leader, willingness to adopt his attitudes because of the feeling that he will get the people what they want. Washington and Napoleon got their power to consummate revolutionary changes because they had first won total loyalty from millions of men, and the millions would follow them in opinion as well as in battle.

Another proven means of redirecting emotion is fiction—stories, novels, plays—because it can establish a picture and draw an emotional response that creates a new frame of reference.

Instruments for influencing mass attitudes do not depend for their effectiveness on the merit of their aims. Organization is a useful tool because the average person is gregarious, wants the approval of the group and is loyal to it. This normal characteristic will draw people into an organization that can orient their attitudes either for good or for evil. The Hitler Youth worked this way and so do the Boy Scouts. It is the evil of street gangs and the glory of church clubs.

Symbolism can focus emotion both for good and for evil—toward the cross of the crucifix and the flaming cross of the Ku Klux Klan.

Slogans gather an opinion-swaying power that has little relation to their intellectual validity. It would be hard to concoct a more inane contradiction in terms than "the dictatorship of the proletariat," yet the Communist masters of propaganda seem to have been successful with it.

These and other means of influencing public opinion may be called propaganda. That is another good word gone wrong. It got soiled when good methods were used for bad ends. In the exact meaning of the word, every minister of the church is a propagandist and democracy needs nothing more than good propaganda. The methods labeled with the term have been adopted because they are effective.

## FACTS AND REASONING

If democracy depended upon a public opinion that could be swayed by reasoned argument, we would have outgrown it long ago.

For the individual trying to make up his mind about any issue, there has to be careful study of facts and thoughtful reasoning. The reasoning will be affected by the same desires that mold mass attitudes, but it will be an intellectual process for the responsible individual. When he has reached his own decision, however, if he wants to help swing public opinion with him, he must use tools suitable for the purpose.

If you had written a letter to Washington as Mr. Eisenhower had suggested, you made yourself a part of the articulate public opinion of the country. If you

support a political party or any other organization that can be called a pressure group for any type of public policy within the democratic framework or participate in any other method of influencing, clarifying and voicing public opinion, you help the government to function.

Elmo Roper estimates that 10 to 15 million of our people take active interest in public affairs while 75 to 80 million others, who seldom express opinions, nevertheless vote and so have the ultimate power of decision. Obviously, those who take active interest must seek to influence the many millions more whose votes are decisive. That is the character of democratic government.

The men who established our constitution did not talk much about democracy. They thought more of government for the people than of government by the people. Not only was there slavery, but most of the States had property qualifications for voting and some even had religious qualifications. It was the middle of the nineteenth century before there was anything approaching universal manhood suffrage, and the ladies never had their say till a generation ago.

When the votes were fewer, the percentage taking an active part in public affairs was higher. As we have grown in area and in numbers and as the suffrage has been extended, more and more of the power of the vote has passed to those who, in Mr. Roper's expression, are politically inert.

## ACTIVE PARTICIPATION

The situation is well recognized. There is widespread effort to stimulate more active participation in the processes of our democratic system. There are appeals to business men to "get into politics." The Chamber of Commerce of the United States has a Political Participation Program, and corporations are following the pattern. The Ford Motor Company, for example, has established a civic and governmental affairs office as part of its corporate organization.

Such programs are useful if they are realistic, as both of those named seem to be. But if those who take part in them hope to make their work felt beyond the people they can approach personally, they must rely on methods that can move people impersonally.

The enemies of our way of life use every known method to influence mass opinion and invent new methods constantly. Those concerned with the viability of our form of government have got to do the same thing and do it better.

Fortunately, the hope for the vigorous survival of democracy does not rest with the self-conscious intelligentsia or even with the genuine intellectuals. It rests with the millions whose only common tongue speaks in undebatable sentences beginning "I want."



## Who Benefits When Industry Gives More Than Money



Jack K. Busby, President of the Pennsylvania Power & Light Company, and conference chairman, tells of industry's efforts to aid nation's young scientists.

## Business Responsibility to Education

By DONALD D. HOOVER

**W**ITH the accent today on scientific education, industry has its finest opportunity to provide inspiration and encouragement to teenagers who are more interested in atoms than athletics and microbes over muscles. The public relations benefits which accrue as a result of this identification with the national interest are significant in achieving the long range objectives of industry public relations.

Heretofore, the major role business has played in the education of America's youth has been largely a philanthropic one. Scholarships, fellowships, grants to universities for construction, equipment

or basic research, and some unrestricted grants, have accounted for the bulk of the money spent by industry. Only in the last decade has industry sought to broaden the base of its educational efforts and utilize its vast potential.

The reasons for this are many, but perhaps the most important historically, has been industry's fear of being accused of meddling in education and using the schools for propaganda. This belief has its adherents even today and consequently, it places a heavy burden on the public relations counselors who are responsible for creating a favorable industry image.

### CRITICS FEWER, LESS VOCAL

It is apparent, however, that the critics of blending business with education are becoming fewer and much less vocal. This is due primarily to the splendid record compiled by industry and its unselfish public and community minded approach in the past which has earned it many public relations benefits, including the respect of nearly all impartial observers.

Therefore, it is not unreasonable that business should continue to aid education and that it should find new ways to be of value to make use of its manpower, know-how and wide range of contacts.

One of the most valuable and successful methods is when the potential of the industry is utilized and where its personnel is efficiently employed and its resources carefully used. An example of this is the National Youth Conference on the Atom sponsored by 64 investor-owned electric utilities, which was held in Chicago.

The conference brought together 300 of the nation's most gifted young science students, accompanied by 200 science teachers, for a three-day study of the peaceful uses of the atom. The students and teachers came from 38 states for a first hand glimpse of man's most destructive force being used for the benefit of mankind in biology, medicine, electricity and travel. They met and spoke to luminaries in the scientific world and were treated to a high-level examination consonant with their interest and background.

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DONALD D. HOOVER is President of Bozell & Jacobs, Inc. (New York). A member of the National Plans Board and a senior public relations executive of Bozell & Jacobs since 1933, he has also served as an advertising and public relations director of a group of utilities, a newspaper associate editor and a staff member of *The Associated Press*. He is the author of a college journalism textbook.

The conference was created by Bozell & Jacobs, Inc., for its client, the electric utility industry, in order to foster a better industry image by illustrating:

1. The electric industry's concern for the future of this country in the atomic field.
2. The industry's desire to inform the public of the atom's peaceful role in the midst of the Cold War.
3. The industry's important stake in the development of the atom for peaceful purposes.
4. The desire of the industry to attract the gifted scientist of tomorrow to one of America's most basic industries.

From its inception the conference re-

quired the most detailed planning and care. The cooperation of other organizations was invited and the National Science Teachers Association and the Future Scientists of America Foundation acted as co-sponsors. An educational advisory board was formed composed of leading secondary school educators to aid in the formation of a program designed to make the conference a truly educational experience that would provide inspiration and encouragement for the students attending.

#### CHOOSING DELEGATES

The manner of choosing the delegates was left to the local investor-owned electric utility and here, the companies

worked closely with the school authorities to choose the ablest group. For the most part, the youths were chosen through science fairs, by special aptitude examinations or by recommendation of the local educators. Once the students were selected, many of the companies invited the delegates to their plants to acquaint them with the process of generating and transmitting electricity produced either by conventional means or through atomic energy.

Speakers, field trips and leaders for the discussion groups were then arranged. Some of America's foremost scientists were invited to participate and they responded to the opportunity to address part of the next generation of American scientists. Members of the Atomic Energy Commission also were invited to take part and they too accepted.

Arrangements were made to have 60 scientists from The University of Chicago, Argonne National Laboratory and Illinois Institute of Technology, lead discussion groups composed of 10 to 15 delegates. This proved to be one of the most successful parts of the conference since it afforded the teen-agers an opportunity to discuss their science projects with "working scientists," rather than the teacher. This also proved worthwhile for the teacher interested in broadening the base of his scientific education and current knowledge.

The last day of the conference, the group visited Argonne National Laboratory and Dresden Nuclear Power Station, a full-scale, privately financed atomic power plant. This was one of the high points of the conference and climaxed three days of intensive scientific education.

#### SESSIONS AND FIELD TRIPS

Industry people took part in all phases of the conference, addresses, discussion sessions and field trips—and from its origination to its conclusion—bringing to it the best talent available from its own ranks and from outside of it. By investing its time and personnel, the electric utility industry provided a rich and lasting experience for the students and teachers. Exactly how successful it was will be measured in the years ahead as the teen-agers at the conference move into business and industry.

For the present we can only judge by the large number of letters the electric companies have received from the student delegates, their parents, the teachers and advisory board members. All were unanimous in their praise.

From this experience we have learned many important things about the type of youths in America today who may well be responsible to quite an extent for the scientific advancements of the next few decades. But perhaps the most important thing we have learned is that the young-



Students gather around AEC Commissioner, Dr. Robert E. Wilson, to ask questions.



Small discussion groups offered opportunity to exchange ideas with scientists.



Mr. Hoover

sters are hungry for scientific education not now available in their schools. This places a responsibility upon industry in its role as a public-spirited, good neighbor, to meet the challenge.

The challenge also gives industry an excellent opportunity to realize many public relations goals which often have been elusive. It provides an opportunity to reach the young and establish its image early in life while at the same time, providing an important service.

#### FILLING THE GAP

Forward-looking companies are already gaining support from the local populace by implementing programs to fill the gap in scientific education and identify themselves with the local and national interest. They are proving that it is possible for business to improve its relations at the grass roots by being less timid and more willing to take part in the educational aspects of American life.

Already numerous ways in addition to a scientific conference are being used by industry to help our schools and teachers. Fundamental in all of them, however, is that propaganda—and I'm using it in the worst sense of the word—should not be employed in any manner whatsoever. Only a program, free from self-interest, created for the public good will achieve the desired results and maintain the integrity of the industry.

An ideal scientific educational program based on the desire of an industry to participate with its brains, manpower and facilities would include the following:

1. A laboratory open on Saturdays where the young scientists could come to experiment. It should be supervised by these company scientists who would volunteer aid to the teen-agers in their projects and guide them in their learning. In a survey taken at the National Youth Conference on the Atom, we found that 40 per cent of the students didn't have sufficient room to experi-

ment. We asked the group how much time they would spend in a central laboratory open during the week or on Saturdays and the answers were eye-opening. Despite the fact they do an average of 20 hours of homework per week, more than 50 per cent said they would spend 5 hours a week and 35 per cent said they'd spend between 5 and 15 hours a week in a community laboratory.

2. Plant tours oriented towards the young scientist. These should also be accompanied by a volunteering scientist whom they can question and gain information not always available from a guide. At the conference, we found the most exhilarating phase of it for the youths was being able to talk with the scientists. This was mentioned in nearly every questionnaire as a true source of inspiration for them.

3. Providing printed material to the school science classes and science clubs. These youths are hungry for scientific literature that is more advanced than is usually recognized. The fact that science clubs have sprung up all over America attests to this new awakened interest in the subject.

4. Sponsor a club or a project. It is not unknown for companies to sponsor little leagues, marble tournament teams, baking contests, etc.; why not a science club? But—and here's the rub—it's not enough to just provide the money. Time and effort are needed. Many fathers act as coaches, referees, instructors — and many more would be willing to serve in like capacities for the advancement of scientific education.

5. Classroom visits by company representatives. Many schools favor this as an excellent means to acquaint the youth with the world around him. These visits should be instructive, geared to tell the class about an industry and its importance. For example, many electric companies conduct classes on the scientific principles of electricity.

6. Provide visual aids and films for the teachers to use. These can relate to either an industry or another subject of value, more general in character.

7. Don't be afraid to talk about your industry and its personnel and accomplishments. Our bright science students are much better informed than they are given credit for and are deeply interested in industry and its efforts, whether they be in biology, medicine, space or energy.

These are some of the suggestions of the youths themselves. The business world has an obligation to fill this vacuum in the education field.



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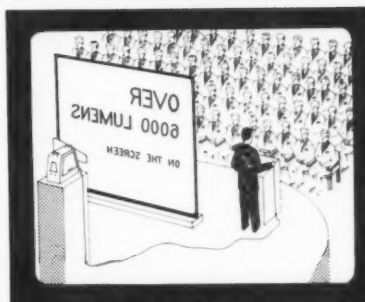
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## The Pony Express Rides Again

By DR. DAVID L. LEWIS

OF ALL the centennial celebrations staged in the United States in 1960—and there were many, of varying importance—it is doubtful that few, if any, were more colorful and unusual than the July 19-28 re-enactment of the famed Pony Express mail runs between St. Joseph, Mo. and Sacramento.

It is also doubtful if any other centennial required greater total organizational effort but was without plans—until 12 days before the observance began—to publicize the event; or presented a more difficult communications problem; or created so much attention and good will, considering the investment involved. The Pony Express Centennial was presumably 1960's leading example of "panic" public relations with a happy ending.

The story began in 1957 when the governors of the eight states through which the original Pony Express ran—Missouri, Kansas, Nebraska, Colorado, Wyoming, Utah, Nevada and California—established the National Pony Express Centennial Association. Purpose of the Association was to commemorate the achievements of the men who owned and operated the remarkable mail service.

Organized by the overland freighting firm, Russell, Majors and Waddell, the Pony Express ran from April 3, 1860 to October 24, 1861 when the transcontinental telegraph was completed. It required 80 riders, 400 horses, 400 station attendants and 190 relay points. The run took 10 days and the mail rate was \$5 per half ounce. As Mark Twain noted, nobody ever sent frivolous messages over the Pony Express.

### "ORPHANS PREFERRED"

In 1860 every boy with any "sand" was eager to answer the want ads for "young,



Don Denton, a Mormon bishop, rides out of West into Willow Springs, Utah, an original Pony Express station, on his journey.

skinny, wiry fellows not over 18," notwithstanding a warning, "orphans preferred," and the requirement that each rider take an oath not to swear, drink or fight with fellow employees. (In point of fact, and contrary to much Western fiction, only one rider was killed by Indians.)

President Eisenhower accepted the honorary chairmanship of the Association and Waddell F. Smith, a descendant of one of the Pony Express founders and the leading advocate of the re-enactment, was named president. Association headquarters was set up in a reconstructed pioneer village in Salt Lake City.

Plans for the observance—which involved the greatest volunteer movement of riders and mounts in American history—fired the imagination of many Westerners. Centennial organizations were set up in each of the eight states. Scores of regional and local historical

societies offered to cooperate with them.

Nationally, Congress was prevailed upon to authorize the Mint to coin 5,000 silver and 50,000 bronze medals to be sold by the Association for \$6.75 and \$1.75 respectively. The Post Office Department agreed to issue a 4¢ Pony Express stamp at Sacramento and a 4¢ commemorative embossed envelope (only the seventh such envelope in the Department's history) at St. Joseph. Some 160 million stamps and envelopes were issued. The Association distributed two special first day covers on July 19 and in addition, arranged for riders to carry 1,000 letters to be sold for \$100 each.

The Association invited Mr. Smith to edit an official centennial book, *The Story of the Pony Express*, which subsequently enjoyed a wide sale, and cooperated with national park, state and the many local organizations wishing to conduct commemorative ceremonies, celebrations and parades along the route. Additionally, the Air Force agreed to make a commemorative jet flight from Sacramento to St. Joseph on the opening day of the Centennial to demonstrate transportation advances since 1860.

### RIDERS AND HORSES WANTED

Several months before the re-enactment the state organizations sent out appeals for 1,000 persons with horses to make the 1,966-mile re-run. The response was overwhelming, and the 960 riders who finally participated included Nevada's Gov. Grant Sawyer and Lt. Gov. Rex Bell, mayors and officials of cities and counties along the way, descendants of founders, riders and station attendants of the Pony Express, distinguished horsemen and members of trail clubs and historical societies. Each rider was awarded a special bronze medal by the Association. These medallions, along with the other medals, are now collectors' items; in fact, one rider has refused \$250 for his medallion.

DR. DAVID L. LEWIS is a Contributing Editor to the PUBLIC RELATIONS JOURNAL.



As noted earlier, the first trip of the Pony Express was made in April, 1860. However, the Association scheduled the re-run for July to avoid late winter storms and to permit tourists and school children to line the route. Unfortunately, the planners reckoned without the Democratic and Republican national conventions, held July 11-15, and July 25-28, respectively — a period when even a report of the *Queen Mary* anchored in the Great Salt Lake would have had difficulty getting on the wires.

Even more surprising, prior to the Association's July 7-8 board meeting, nobody had thought to organize a plan for publicizing the re-run or contemplated any need for professional public relations assistance.

#### NEW YORK FIRM RETAINED

At this point, a fortuitous set of circumstances paved the way for a rescue operation. First of all, the American Bible Society, which provided the original Pony Express riders with Bibles, had agreed to give each of the latter-day riders a Centennial edition. The Society turned to Banner & Grief, a New York public relations firm which it had retained for many years, to publicize its role in the observance. In this connection, William Rodgers, an associate of the firm, attended the July 7-8 board meeting.

The board, now concerned about the likelihood that the re-enactment might go largely unnoticed outside of the communities along the route, asked Rodgers if he would take charge of getting the story told to the public. Rodgers had other commitments and advised the Association to obtain professional public relations assistance in Salt Lake City.

However, on his return to New York, he discussed the centennial with his firm's partners, who promptly decided to make Rodgers' services available. The agency and the Association agreed upon a 10-day retainer plus expenses. The total cost of the public relations effort thus came to \$8,000.

While the agency's New York staff began working with Eastern media, Rodgers, on July 12, flew to Salt Lake City—only six days and four working days prior to the start of the re-run. At this point, no news announcements and almost no background materials had been sent out, and only a few local media contacts had been made. During the ensuing period, Rodgers, with the aid of 17 volunteers, produced a press kit and sent it on its way to every daily newspaper in the country, 12,000 radio stations and 1,085 Western weeklies.

As the re-run got underway, amid suitable festivity at both starting points, the chief problem was communicating a story that didn't stay still. The source of information was moving across moun-



Each of the 960 riders who participated in the 1960 re-enactment of the Pony Express was presented with one of these Pony Express Rider's Medal, coined by the U. S. Mint.



Headquarters of the National Pony Express Centennial Association in Pioneer Village.

tains, desert, cattle country and farm lands at an average of 8.7 miles per hour—much of the time out of range of telephone, radio, automobile, airplane or even another horse. "In fact," lamented Rodgers, "it is a paradox of modern civilization that it is probably easier to keep in touch with a rocket a million miles out in space than it is to keep tabs on a horse and rider cantering along a trail west of Eagle Pass."

Advance arrangements had been made for state association officials to telephone the Salt Lake City headquarters, to which the media looked for information, twice daily with reports on the whereabouts of riders within their states. Local newsmen along the trail reported, of course, on the horses in their areas, but there was always the question of those *other* horses—coming from the *opposite* direction.

As it happened, officials couldn't telephone reports much of the time, for they often had no way of knowing exactly where riders were. Thus checkpoints frequently had to be looked up on the map and estimates made about where the horses would be if they were traveling at the prescribed speed.

#### RIGHT ON TIME

This system usually worked well. However, a crisis arose when for 26 hours there was no word of eastbound riders in the mountains and desert of Nevada. In desperation a plane was chartered and flown southwestward from Salt Lake City. Following the old trail past abandoned mine shafts, beyond the salt flats, over barren buttes and wasteland, on the far side of a 12,000-foot peak in the

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Recently a confidential report came to our desk. It concerned a large company which is a genuine bulwark in our economy but which has had rather poor relations with the financial community for years. This report was not bullish. Despite strenuous effort, the researcher had been unable to obtain sufficient data from management upon which to make a judgment. In the absence of full knowledge, he decided he could express but one opinion. The company would not like it.

We do not think that the importance of good public relations is generally appreciated by investors. It is a subtle force. Yet it invariably influences the market's appraisal of a stock. We want to tell you more about it.

For the man whose task it is to evaluate securities, sound information is essential. He obtains it through many channels. Over a period of time he puts together, piece by piece, a picture of corporate character. For better or for worse, no company with its stock in public hands can avoid being subject to this process. It is a major responsibility of management to make sure that the picture is reasonably complete and factual. When management suppresses information without plausible explanation, it is only prudent to suppose that something is wrong. When management distorts information, it is necessary to regard



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# S SHOULD KNOW ABOUT PUBLIC RELATIONS)

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that management as unworthy of trust.

No matter what you may have heard, public relations really begins in the executive suite. We know chief executives who are so astute at building good will that they can function effectively almost without assistance. We know others who could not be helped by a platoon of public relations men. Yet when top-side skill combines with intelligent use of modern public relations tools, you wind up with a very nice parlay and very likely a preferred investment on Wall Street.\*\*\*

Now there is a relationship between public relations efforts and the market price of a company's stock. Since problems of ethics are involved, however, PR operatives do not say very much about it. Not long ago we asked one highly-respected financial public relations man about this matter. His reply was this: "We are concerned with price—but over the long pull. If a client's stock is able to maintain a good price-earnings ratio relative to its competitors' stock, we think that we are doing well."

That may seem a modest objective. But is it really? You should remember that the price-earnings multiple is an expression of the market's opinion of the company's prospects and, in the longer view, an index to the investment following of its stock. It is a vital statistic to a company which is seeking to raise new money advantageously. Moreover, the

price-earnings ratio can have an important effect on corporate growth through acquisitions.

To illuminate the final point, let us tell you the story of two companies we will call Corporation A and Corporation B. Earlier this year, Corporation A succeeded in arranging a much-desired merger talk with Corporation B. The deal, however, fell through. Why? Simply because Corporation B took a dim view of Corporation A's rather low price-earnings ratio. A trifle upset, Corporation A put a financial PR man to work to find out why its shares were held in such low esteem. He diagnosed several trouble-spots, and Corporation A is now eliminating them. As a matter of fact, we think we're going to be able to recommend this stock before very long.

Most responsible public relations men would tell you that it is the sustained program which does most to enhance corporate prestige. Sometimes, however, such a plan can be upset. A favorable news release on some provocative development may seize the market's fancy, causing the stock to soar. If a reaction later sets in, there may be resultant ill will and a reputation may have to be rebuilt.

Such perils notwithstanding, it is far better to keep the corporate name before the public in an accurate light. Other things being equal, the company which does so represents a superior investment.



John W. Hill  
Chairman of the Board  
Hill & Knowlton, Inc.

"A stockholder may be distinguished by his special enthusiasm for investments, but essentially he's still a person. Just as he looks to consumer advertising and public relations for information which guides and stimulates his product buying, he finds that financial advertising and financial public relations are helpful in forming his investment decisions."



William A. Durbin  
Director, Public Relations  
American Cyanamid Co.

"Specifically, we try to see that all of them are well informed in their areas of special interest about Cyanamid's diverse operations—through regular mailings to shareholders and employees, advertisements in publications aimed at the financial community, systematic communication with security analysts, and frequent individual meetings with investment bankers."

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There is one question every business firm would like answered—"How do we become a part of our community?" To evidence this sincere desire, a large Indiana Bank leased a print of the M.I.S. motion picture "Dust or Destiny," dispatched two able young executives to take the film out to Service Clubs, Chambers of Commerce, Parent Teacher Associations, churches and other community organizations and thus launched an entirely new P.R. program with overwhelming results.

In a two-year period, in excess of 350 appearances were made with the film and the audience numbered more than 76,000. A thick file of correspondence and newspaper stories provide ample evidence of the unique new relationship which resulted between bank and community.

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Los Angeles 25, California

Deep Creek Range, the rider, Don Denton—a Mormon bishop—was seen galloping at full speed, right on time.

#### LOST THE TRAIL

On another occasion, one rider lost the trail in the sandhills of Cheyenne County in Wyoming. A mounted posse, headed by a deputy sheriff, found the rider working his way back. By forced gallop, later riders made up a lost hour and a half and delivered the mail to the Wyoming-Utah line eight minutes ahead of schedule.

The local press did a fine job of reporting, some papers devoting entire sections to the Pony Express. Local radio and television coverage also was excellent, in spite of network newscasts about the national conventions. Also, with the news wires flooded with convention news, it frequently was necessary to wait for hours for an opportunity to get a story transmitted.

Despite the political competition, virtually every radio station and newspaper in the country reported, sometimes daily, on the Pony Express re-run. In addition, millions of persons along the route saw the riders pass by.

The celebration, from the Association's point of view, was a "considerable success." "We had only the truth to sell," said a spokesman, "and since the truth was exciting enough, some lore and legend were laid to rest. The whole episode was recreated for millions, some of whom doubtless didn't care, but others who quickened with interest and pride as they sensed, a century from its beginning, the meaning of the Pony Express."

The Association concluded the re-enactment with a satisfactory bank balance and expects to obtain additional funds from the sale of 3,000 silver Founders Medals. The accumulated funds will be used for Pony Express historical markers and monuments and for a history of the 1960 centennial.

The American Bible Society expressed gratification over the amount and quality of attention received in connection with the observance. Numerous Centennial copies of bibles already have been placed in museums and libraries.

#### A RE-RUN IN 2060?

Someone may re-run the Pony Express in 2060, cantering horses through housing developments in the desert, trotting along green valleys now baked in the dust of the centuries. Historical fact probably always will need re-telling and sometimes it needs to be dramatized. The Pony Express Centennial was a good time to do both for a unique communications system—one that did much to hold the West as part of the Union during the early period of the Civil War.

And the job, though it took a great amount of blood, sweat and tears, got done.

## Information Racks In Business and Industry

By MORIS T. HOVERSTEN

ONE of the most basic problems of communicating to employees is achieving believability (getting them to take the employer's messages seriously). Employees do not regard a communication as a falsehood, but since the boss is speaking, they tend to take the message with just a grain of salt.

No matter how straight-forward, sincere and well-meaning an employer's message may be, it unfortunately is just a little bit suspect. How does an employer overcome this obstacle? How can ideas be put across to employees in a way that will be believed and taken seriously?

Actually the situation is not too unlike the problem a parent faces. There are some things he just cannot get across to a youngster, yet an outsider can do the job effectively. Can this principle, this third person approach, be applied to employee communication? A good many business firms have come to think it can and are using the idea in the form of a relatively new communication medium—*Information Racks*.

These racks, as an employee communication medium, first came into use about the time of the Korean War. General Motors was a pioneer of the idea. Since then several thousand other firms have adopted the program.

### OBJECTIVES VARY

Objectives, of course, vary between companies but generally most companies feel the well-informed employee is a better

employee and a better citizen. Specifically, this is how the rack idea was set up in most companies.

Literature racks were strategically placed throughout offices and factories where most employee traffic passed. Usually one individual with the aid of a committee was appointed to look for reading matter suitable to the objectives of the program. If a good article appeared in a national magazine, the publisher was approached and asked for reprint permission. Most publishers cooperated willingly. Some even suggested other articles from back issues. It was only a short time before publishers around the country working with companies that had racks were able to provide a good supply of specially prepared booklets fitting the objectives of the program.

Employees were under no obligation to pick up the material. They could take it or leave it, but for the most part they liked what was available and asked for more.

Although the results are difficult to measure, most companies continue pretty much on faith. As more than one executive has said in appraising the program, "If they are taking the material home and not leaving it around the plant, they must be reading it."

### A COMMUNICATION DEVICE

The idea has been on trial for about ten years now. It has endured at least one major recession. Perhaps it has now shaken down well enough to be evaluated as a full-fledged employee communication tool. One might ask if it is here to stay. Is it a boom-time frill? What does it offer that other communication mediums do not? Can it be improved upon?

The rack does not by any means pro-

vide the answer to all communication problems, but it does offer some interesting features not to be overlooked by anyone interested in employee communication. Here are a few to consider:

#### 1. Broadens Horizons

One of the principal objectives of the program is to "broaden employees' horizons." This feature does not need much elaboration except to say that business today is increasingly concerned about the business climate in which it must operate. Employees, being an important part of the community, play a significant role in the election of public officials, who in turn set up taxes and regulations that directly affect the companies for which they work. Through education the employee should be able to see more clearly the direct relationship between business climate in his community and his own personal welfare.

Not to be overlooked is the distinct possibility that the better-informed employee should be more appreciative of the everyday problems his employer and fellow employees face. He should be able to work with greater sympathy and understanding and less prejudice with those around him.

#### 2. Voluntary Pickup Has Value

The voluntary pickup feature, of course, has much value. No one tells the employee that he has to pick up literature. No one says that he has to take it home and read it. But perhaps this is what makes it appealing and why it is picked up, taken home, and believed in when read. Most racks are empty almost as soon as booklets are put in. The usual procedure is to put out only enough booklets to cover 50 to 80 percent of the total number of employees. In many instances, employees who find themselves

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MORIS T. HOVERSTEN is Publisher of *Enterprise Publications*, Chicago. As a publisher of booklets and magazines, he has had a chance to observe the growth of the industry since 1951. He is also a communications consultant.

too far from the rack location will deputize friends closer to the source of supply to pick up booklets for them. Scarcity has a high degree of effectiveness anywhere. There are, of course, occasional complaints from the employee who did not get a booklet, but it is customary in many companies for the administrator to keep a few extra booklets in his office for the employees who take the trouble to ask for copies.

### 3. Home Readership

Employers today are increasingly aware of the importance of having good company relations in the employee's home. In war time, wives were appealed to directly to help reduce absenteeism, by seeing that their husbands got to work. Because of their interest in security and their husbands' welfare and safety, wives have become an important communication target. Being more detached from the everyday scene, they can be more objective about the company than the husbands who tend to see it through only the light of their on-the-job problems, disappointments and frustrations. It is certainly true that a husband's enthusiasm or lack of enthusiasm for his job is often the direct result of his wife's influence. Many a man has changed jobs for no other reason.

Racks provide a means of getting economic information into the home. It also is not uncommon for school-age youngsters to show great interest in rack booklets, often using them in classroom work. This is an important audience not to be overlooked in any community relations program. Teachers, too, have in many instances asked for such materials for use in classroom work. It is impossible to measure the good will thus built.

Some of the rack booklets today deal with off-the-job problems—"How to Buy a House," "How to Fix a Damp basement" or "How to Get a Scholarship for Your Child." Although such subjects might not be labeled economic education in the strict sense, they nonetheless serve as an expression of an employer's interest in his employee's welfare beyond the time they leave the factory gate.

### 4. Easily Misunderstood Subjects

One of the most interesting features is that a rack allows communication on subjects which the company for various reasons may be reluctant to take up in ordinary communication channels. Communications are often taken so literally that the employer shies away from anything that could be remotely misconstrued. Something which was intended to say one thing comes back completely distorted and is held against the employer at a later date. A seemingly well-intentioned statement can later cause embarrassing consequences.

The company, for instance, which in its house publication might make a gen-

eral statement that "good work is always rewarded" can conceivably find at contract time that such a statement has come back to haunt it. The rack literature can say such things with less fear of future embarrassment.

### EMPLOYEES PART

A few months ago the author was writing an article on the part employees were playing in helping their employers to solve recession-born problems. While visiting with an executive of a large industrial firm he was told that the employees of that firm were helping materially in finding answers needed to pull the company through the recession. He asked if he might quote him, thinking the answer would, of course, be "yes." The executive himself saw no harm in such a statement. He thought it would be a nice compliment to the employees, who would, if they saw it, be encouraged by the company's recognition of their good work. However, he felt he should clear it with higher authority. The answer finally was "no." Such a statement, it was pointed out, might easily put the company in a vulnerable position at contract time. It might come back in an accusation such as this, "If you think your employees are doing such a good job in solving the company's problems, why don't you pay them for it?"

The incident is related only to illustrate the caution which corporations have been forced to exercise in what they say today. There are many things they would like to say but do not. Many companies would like to urge their employees to take a greater interest in political affairs, but they tend to be cautious in what they say. The rack booklets are useful for the cautious employer or any other.

### 5. Depth Communication.

An ordinary employee communication pitfall is "one-shot communication." An example would be the publishing of an article in the company magazine or putting up a single poster on the bulletin board, dealing with some problem the company faces and then relaxing happily in the false belief that employees know all about the subject and that it need not be taken up again for several months, if ever again. Such an article or bulletin may have been exceedingly well-written and comprehensive in every detail, but people do not always read or understand all well-written, comprehensive articles in company communications or any other place.

Employee education is a job which cannot be accomplished through one supervisory conference, one article in the company magazine or one notice on the bulletin board. Like most advertising campaigns, it takes many shots at the same target to accomplish the desired result. The booklets provide another com-

munication device through which ideas can be put across.

### 6. Handy Distribution Medium

Every corporation at one time or another has literature which it would like to make available to employees but is reluctant to mail to their homes or to pass out at the door. It could be a reprint of the president's speech, a reprint from a trade publication or an association booklet. Such information is of interest to employees but usually goes undistributed unless some outlet normally exists for that purpose. The rack material provides such a ready channel.

### PROBLEMS AND PITFALLS

Few things are without some disadvantages, pitfalls and problems. There is always the possibility of reading on the job, but on the whole there have been few such complaints.

One cannot overlook the chore of purchasing booklets, editing them and seeing that they are distributed and the racks kept neat and tidy. Most programs are successful proportionately to the amount of time put into their administration. A sloppy rack with a poor selection of booklets can be no more successful than a sloppily-run cafeteria, plant publication or anything else.

It is difficult to estimate the future of this medium, but its possibilities are both interesting and challenging. In the history of employee communication this is a first major step of communicating via the third person. Perhaps the third person may be a better teacher after all. It could be that the old-fashioned direct employer-to-employee communication is too difficult a route. Perhaps the employer is too close to his employee to be an effective teacher.

One thing should always be remembered. No company should go into such a program with delusions of what it will do in rapidly changing and influencing employee opinion. This is a long-range job that may sometimes seem almost impossible. Overnight changes in attitude or morale should not be expected. Management should not constantly attempt to evaluate the program or expect it to do a complete communication job by itself. It should be accepted for what it is—another communication tool, which when used with others, will assist in the achievement of overall communication objectives. It should by no means be considered as a substitute for other communication tools.

The Information Rack of the future may play an increasingly important role in education, not only in industry but in schools. Some politicians have considered its possibilities with interest.

Progress in this field will bear watching by management, educators and publishers.

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# DO YOU READ BETWEEN THE LINES?

Your customers certainly do. When a hi-fi enthusiast studies your catalog, he sees more than just text and pictures. Unconsciously he is reading between the lines for evidence of your company's character. He looks for the quality image that only a good printer can help you achieve. Select your printer carefully — and early in the planning stage. Very likely he will specify a Warren paper, because he'll get better results — and so will you. S. D. Warren Company, 89 Broad Street, Boston, Mass.

*Fine printing papers for advertising literature and the publishing of books.*



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The new 1961-62 edition of the PUBLIC RELATIONS REGISTER offers you a rare opportunity to repeat your message day after day, week after week for a full year. It will be referred to daily not only by public relations executives but also by all those who seek information about top people in public relations.

The merger of PRSA, joining 3,400 PRSA members with 1,000 APRA members, will not only affect the size of the 1961-62 PUBLIC RELATIONS REGISTER, but also the circulation. Chances are that if you have an advertisement in the new enlarged REGISTER, it will be seen by your boosters and prospects several thousand times daily for a full year.

Remember: "Bread cast upon the waters often comes back cinnamon toast." So why not let your message flash before all dedicated members of PRSA as well as all prospects seeking information on "who's who" in public relations.

All you need to do now is to drop a note to Gus Lewander, Advertising Director, Public Relations Society of America at 375 Park Avenue, New York 22 or 'phone him at PLaza 1-1940. He will be glad to reserve space for you and supply you with additional information.



## A Positive Approach To Employing the Handicapped

### Broken Swords Department

By L. ROBERT OAKS

**W**HEN thousands of business secretaries affixed U. S. postage stamps with the slogan "Employ the Handicapped" to outgoing mail of business corporations this past year, they were unconsciously paying a kind of Tibetan prayer-wheel tribute to one of the nation's most successful public relations efforts.

One observer has commented that progress in turning physically-handicapped persons into productive, self-supporting citizens is "probably the greatest advance in the social field since World War II."

Typically, even that statement fails to mention the organization which modestly and self-effacingly has sparked and coordinated most of the promotional efforts on behalf of jobs for the handicapped—the President's Committee on Employment of the Physically Handicapped, first established by President Truman in 1947 and authorized by a modest Congressional appropriation in 1949.

Long ago, the Committee must consciously or unconsciously have taken for its guide the observation attributed to Emerson: "There is no limit to what can be accomplished if it doesn't matter who gets the credit."

#### MEDIA PARTICIPATION

The result has been enthusiastic participation by all communications media—as well as management, labor, government



and a variety of public-spirited organizations.

Recognition of the Hire-the-Handicapped movement by issuance of a commemorative postage stamp is both an acknowledgement of what has already been accomplished and an exhortation to continued efforts. But the movement's progress has been neither spontaneous nor unlabored, as a look backward to October 1945 and the first "National Employ the Physically Handicapped Week" instituted by Congressional decree shows.

World War II was over. Discharged war veterans were returning to their former employers. But many of them, coming out of Army and Navy hospitals were no longer able to fill adequately the jobs they had once held. Programs for retraining them had been authorized and the Veterans's Administration was on the job. But where would they now find employment?

At this point in mid-1946 the Federal

Retraining and Reemployment Administration called together representatives of business; organized labor; veterans, women's, civic, and religious organizations, and medical and professional groups who formed a cooperating committee.

Purpose of NEPH Week was to dramatize the problem (in order to bring it forcefully to the attention of those who could do something about it) through the communications media. State and local officials were to be urged to set up committees and to help publicize the program.

All this was accomplished, but some sort of follow-up was necessary—and in 1947 R. and R. A. was to go out of existence by Congressional direction as many of its functions were assumed by other agencies.

Advocates of voluntary methods wanted to emphasize the potentialities of the physically handicapped, not their deficiencies. Fortunately this view prevailed. At that point several major decisions were made which may prove helpful guides to others working on the public relations approach to social problems today:

1. That the matter of employment of the physically handicapped, non-veterans as well as veterans, should be given the highest-level status with a committee and chairman independent of executive departments and reporting directly to the President. This gave assurance that the problem would not be lost in a shuffle of many problems confronting the nation in the employment field.
2. That the voluntary approach should be given a chance to prove itself.
3. That the President's Committee should be given a modest budget and a modest staff, and should work through ex-

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L. ROBERT OAKS, a former weekly newspaper editor and publisher, directed public relations programs for two colleges and Armour Research Foundation before joining the public relations staff of the National Association of Manufacturers in 1945. He is currently serving as associate editor of "NAM News."



Dwight D. Guilfoil Jr. (right) presents certificates of appreciation to Maj. Gen. Melvin J. Maas (left), USMCR, Ret., and William F. McCahill, of the President's Committee.

isting agencies and organizations with already-established facilities and lines of communication to those able to accomplish the Committee's objectives.

These decisions were notable victories for those who placed great faith in the importance and effectiveness of public relations and education. The need of changing the public's "image" of handicapped people was the primary task at hand. Acknowledging this, the President's Committee set about swinging the spotlight away from the obvious deficiencies of the halt, the deaf and the blind, and accenting the positive potentialities of these people.

Prejudice against the handicapped was common in every group. The National Association of Manufacturers, which had been early on the scene with a program for educating employers as to their responsibilities toward returning veterans, including those who were disabled, ran into reports of difficulties from even the more enlightened employers.

Foremen, they found, often resented assignment of handicapped men to their production units. A workman, too, it seemed, would frequently resent the assignment of a man on crutches to operate the machine next to his. If a cripple could perform the same work, he reasoned, didn't that somehow down-grade him and his job?

#### QUESTIONS AROSE

Personnel executives had other questions. Wouldn't handicapped men be absent more frequently because of illness?

Wouldn't there be objections from safety men who were especially wary of the accident-prone? Wouldn't such men require special facilities and extra supervision, making them expensive to employ?

The Committee was not disheartened. Headed by the late Vice Admiral Ross T. McIntire who had been President Roosevelt's personal physician, it went about finding the facts. As the committee members had avoided the compulsion of legal force and direct government action in favor of the dynamism of leadership, education and appeals to reason, so now they attacked the myths, misconceptions and misunderstandings about the handicapped—with facts and head on!

Fortunately, the physically handicapped persons themselves did much to remove the negative image. More often than not, a wheel-chair confinee made good on the assembly line, a deaf person turned in a superior performance in a heavy noise area, a blind girl was proved to have superior sensitivity of touch in inspecting fine instrument parts. Such achievements of handicapped persons became news. They fully justified the NEPH Week slogan, "Hire the Handicapped—It's Good Business!"

The positive approach—the practical approach—appealed to hardheaded employers. But even here there was skepticism about publicizing cases of successful use of handicapped employees. Sometimes those doing the best job in this respect were the most secretive. One employers' association president, who was not unsympathetic to the movement, wrote to another association:

"I have grave doubts about your urging employers to make known those cases of handicapped people whom they have hired. Will not such companies be flooded with applications from handicapped persons when it becomes known that their employment policy is sympathetic?"

This objection was shortly answered when Philadelphia, a city which loves a parade, celebrated NEPH Week with a series of floats, each sponsored by a local company and featuring achievements of handicapped workers in its employ.

This dramatic testimony to the value of handicapped employees was contagious. And to the fears of the association president, one Philadelphia employer replied: "Let them come. The more handicapped we can employ the better!"

#### POSITIVE NOT NEGATIVE

Public relations approaches in some instances developed slowly and gradually from the experiences as the Committee proceeded. With the ultimate best interests of the handicapped persons in mind, it began to urge careful placement. Think of what the handicapped person *can* do, not what he *can't* do, they urged. This reasoning led them to a philosophy which still guides the Committee's activities today and which has been widely accepted by management:

"The handicapped person, when properly placed in a job for which he is fitted is no longer job handicapped."

The Committee, now headed by Major General Melvin J. Maas, USMCR, Retd., himself blind, has always been generous with praise of other organizations which it has inspired and encouraged in this work. It would also be the first to give a primary credit to the handicapped themselves who responded enthusiastically to the challenge of job opportunities offered.

With rare exceptions, these people were not seeking special favors, but a chance to prove themselves. Most undoubtedly agreed with the view that the employer is under obligation to hire the best available person for each job opening.

That handicapped employees needed no special favors was proved in large measure by a survey of employers of the handicapped made in 1948 by the NAM. In attendance, interest and performance, on the job, the employers rated them the equal of, and frequently superior to, the average non-handicapped employee.

#### HARD-HEADED APPROACH

This hard-headed approach was effective. Foremen and workmen began to recognize and praise the achievements of the handicapped in specific cases and to accept the handicapped as individuals. In some instances special concessions,

such as a ramp for wheel-chair cases, or a special device for one-handed press operators have been necessary. But more and more the tendency has been to evaluate each, for what he is capable of doing, not consider him a special case or reject him for what he cannot do.

For the handicapped people themselves this is, perhaps, the ultimate in public relations achievement, for like most people they long to be accepted, without special fuss, as one of the crowd.

For management, the little extra trouble necessary to make employment of the physically handicapped practical has provided some unexpected dividends. One result has been improved placement practices for in concentrating on matching the employee's abilities with job requirements, management has increasingly learned how to place *all* employees where they can effectively use their highest skills. This has paid dividends in increased productivity and better employee morale.

Another result has been increased public goodwill. One manufacturer whose company has gone "all out" to find suitable employment for a wheel-chair-confined polio victim, for an almost deaf-and-mute man, and for a young woman whose arms and knees have been crippled by arthritis, comments:

"I do not think we have done a great deal, but I know this: that a great deal of widespread goodwill results from the fact that you are interested, and trying to do whatever you can, to make people self-supporting."

As to results in productivity, he adds: "The wheel-chair victim, after 18 months' training in six different departments became an all-around man and was assigned to handling telephone inquiries. It was thought he would take a load off the Sales Engineering Department and it worked out just like that! We found that the girl with crippled hands, after training by the local libraries, could make a very good librarian for us. We now have a library properly set up and indexed with all sorts of catalogues, and this is very useful as a source of reference for our electrical engineers and sales engineers."

In such examples of the physically handicapped employed by his company the public relations director of any company may find good press copy readily at hand. If his company is doing a most effective job, consciousness of the handicapped as a distinct group may be the least apparent. But here and there the visibly handicapped person will stand out — and personnel directors can be helpful in advising of handicapped people in unusual or interesting jobs.

#### YEARLY COMMUNICATIONS

Once a year NEPH Week communications in the press, on radio and televi-

sion, remind everyone of the work still to be done. But year-round efforts by the Committee and by governor's and community committees carry on the necessary spade work which has made the rise in employment of the handicapped so spectacular. Public relations men have contributed substantially to these efforts by participation wherever they live. More can help in the years ahead.

From the beginning, the national effort has been under the staff direction of William P. McCahill who became executive secretary of the President's Committee following its establishment. The Committee has kept to a small staff, working in space borrowed from the Department of Labor, using the facilities of others — the Veteran's Administration, for example, to spearhead its radio and television efforts and for distributing films on the handicapped at work—films which it inspired private organizations to produce and finance.

By the "Handicapped American of the Year" Award, a physician's award and other resourceful devices, the Committee continues to keep the problem in the forefront of public consciousness. Despite complete cooperation from such agencies as the U. S. Employment Service, state employment agencies and the Office of Vocational Rehabilitation and state agencies it continues to rely chiefly on volunteers to carry the burden of its crusade. It has provided the fire of inspiration.

This approach has resulted in an astounding volume of public relations and promotional efforts. They have ranged from lighted blimps flashing "Hire the Handicapped" along the Atlantic Seaboard (Douglas Leigh) to a five-story, block-long message two months each year on the world's largest "billboard" (Hecht Co., Arlington, Va.) and a series of public service films.

Produced at no cost to the Government and generously featured by the television stations time after time, the latest films include the NAM's "Industry on Parade" quarter hour, Banker's Life, Liberty Mutual, Hughes Aircraft, Mutual of Omaha and in 1961 a quarter hour now being developed by Employer's Mutual of Wausau, Wis. These generally are premiered in Washington at the Motion Picture Association Playhouse and featured at annual Committee meetings in May.

The Committee's Public Relations committee is organized into newspaper, magazine, radio-tv, trade press and cartoon committees. Each has a mission and each carries through not only at the national level but with state and local committees.

"Any public relations person wishing to cooperate with the program has but to write to the Committee at Washington 25, D. C.," says Mr. McCahill, "and

ways will be found to enlist support. The Committee seeks no funds, but does arrange for special project costs to be borne direct by cooperating groups or individuals."

Speaking before Congressional appropriations hearings in his capacity as the Committee's vice chairman, business executive Earl Bunting has said that he knows of no staff paid for by Federal funds which brings back a greater dollar return to the Government in volunteer cooperation and assistance. The National Association of Broadcasters conservatively estimates that from one to two million dollars is contributed by radio and television during a one month "push" alone.

In slightly more than a decade, the President's Committee has succeeded in changing the image of the handicapped people. The word "cripple" with its unpleasant connotations has been almost entirely replaced by "disabled."

#### STEREOTYPE DESTROYED

Says Mr. McCahill, "A stereotype has been destroyed. This century won't be remembered, in my opinion, for the marvelous man-made inventions as much as for its proper use of God's most marvelous invention, man himself. This will be remembered as the age of the one-legged halfback, the blind collegiate wrestling champion, of wheel chair basketball, amputee baseball and blind golf."

With such quotable statements, Mr. McCahill has helped dramatically to change people's ways of thinking about people with impairments. He quotes an anonymous author to the effect that a man can live 30 days without food, 5 days without water, 5 minutes without air, but not one second without hope—and the Committee's program have given hope to the Handicapped.

While people are still inclined to "generalize from the particular," basing their opinions of the handicapped on those persons with handicaps whom they have met, the President's Committee goes on dramatizing the positive accomplishments of those with impairments.

The Committee's executives have been generous with praise of their "customers"—the employers, including government employers—and for the many volunteers who have helped sell the new image of committee "clients"—the handicapped. But they also point with some pride to their clients' performance, acknowledging that no public relations staff can do a good job for a poor product or an uncooperative client. Said a member of the Committee:

"The fine contribution of the handicapped themselves has been the key to the success of the undertaking. The handicapped have justified the confidence placed in them. They have more than measured up to expectations."



## BOOKS IN REVIEW

**THE CITIZEN VOLUNTEER**, Nathan E. Cohen, Editor, Harper & Brothers, New York, 1960, 267 pp., \$4.75.

Reviewed by Morris V. Rosenbloom, President of American Surveys, Washington, D. C.

It is often noted by foreigners on visiting the United States that we are a nation of "joiners." The fact is that at least 100 million Americans are members of some kind of national organization.

This phenomenon is explored in depth in "The Citizen Volunteer," a collection of 19 compositions edited by Nathan E. Cohen, Dean of the School of Applied Social Sciences at Western Reserve University. A reporter might say that this is the complete story on "volunteerism," for it contains the "who," "what," "when," "where" and "why" of the citizen volunteer.

Written primarily for the volunteer, it is also designed to be helpful to the professional worker and to the student entering the helping professions. An informative book to read, "The Citizen Volunteer" should prove to be a valuable addition to the library of every volunteer bureau. To one in public relations who desires to contribute his spare time and talents to an organization or a cause, it might serve as a guidebook to volunteering intelligently. The tricks of the volunteering trade are many and this book contains excellent advice on how to select an organization to volunteer to, how to estimate one's own maximum volunteer work load and what professional and civic return can be expected from a volunteer effort.

The words "public relations" are used few times in the book except in connection with fund raising. However, the point is made on several occasions that most of the organizations that depend on volunteers have two chronic problems: (1) lack of understanding by the public

of the true goals of the organization; and (2) resentment within the staff stemming from friction between the professional and volunteer workers. Indeed, these are two good examples of the type of problem-solving activities carried on by public relations counselors.

Each of the writers has done an excellent job of covering his topic authoritatively in "The Citizens Volunteer"; however, the total impression gained from the book is obviously the product of some very careful editorial arrangement by Dr. Cohen. Four chapters are devoted to "what" the volunteer can accomplish and a discussion of the importance of volunteers to our democratic system. The latter point seems to be one that the authors and the editor are particularly anxious to underline. Examples given of the amount of misinformation and misconception that exists in this area certainly justify this anxiety.

More than a third of the book is devoted to answering the question "where." Some of the most interesting writing appears in this section for it is liberally spiced with case histories of highly satisfying programs carried out by groups as well as individuals. This area of volunteerism richly deserves the attention it is accorded, for its impact expresses the thoughts that must be in the conscious or sub-conscious mind of everyone who has ever volunteered for any worthy cause.

The "why" of volunteerism is the subject of four essays that are an unusual combination of sociological interpretation and inspiration. Both scientific and emotional factors seem to come closest to the answer. Perhaps Eduard C. Lindeman, former professor at the New York School of Social Work, summed it up best: "The act of volunteering is an assertion of individual worth." According to Lindeman, the person who volunteers is saying, in effect: "I have gifts and talents which are needed. I am a person who accepts a responsibility not because it is imposed upon me, but rather because I wish to be useful. My right to be thus used is a symbol of my personal dignity and worth."

The "when" is dealt with in two phases. An historical perspective of volunteers is found early in the book and the last two essays, one by Dr. Cohen himself, focus on the possible role of the volunteer in our rapidly changing world.

Dr. Cohen, one of the best prepared persons available to have produced this needed and well organized book, has had long and successful experience in the field of social welfare (he was the first president of the National Association of Social Workers). Dr. Cohen has performed a distinct service in organizing these valuable articles into a most useful volume.

**THE GENTLE LEGIONS**, by Richard Carter, Doubleday, New York, \$4.50, 333 pages.

Reviewed by Paul L. Walker, Executive Director, American Cancer Society, Columbus, Ohio.

The executive who may be confronted by requests for contributions (personally or corporately) to health, welfare, and recreation agencies (singly or in combinations) will find "The Gentle Legions" an illuminating study.

The author reveals more detail than proponents of such agencies (singly or in combinations) might wish.

"The Gentle Legions," according to Richard Carter, are volunteers who form these agencies. His study, which is the result of a year of work on his part, puts all such agencies under a fluoroscopic examination—and as in the case of thorough physical examinations, some of the patients will squirm when they hear the diagnosis.

But placing these squirmings aside, Richard Carter, a New York newspaperman, submits a study which will save executives a lot of time and wonder. He examines, he diagnoses, and he places the result in your lap in an articulate and easy-to-read style.

He examines in rapid succession the Tuberculosis Society, The National Foundation, the American Red Cross, the American Cancer Society, and the American Heart Association. These he goes into very, very thoroughly.

Other health agencies which might approach the executive are lumped together in a chapter called "The Seniors and the Juniors." Then the author delves into the united funds, and gives them the same treatment.

The author writes well. He tosses in barbed thrusts here and there and makes it easy for the reader to take his medicine in one dose.

If you ever expect to be faced by any of the gentle legions, or called upon to aid in making decisions on how they should be treated, this dissection will help you arrive at a thoughtful solution.

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## Booklet and Plant Tour Delight Third Graders

### "Dear People at Swan"

By HELEN JONES REA

"DEAR People at Swan: It was the best day of my life. I told my mother all about the trip. She said she wished she had been there. I had a good time. Too bad my mother wasn't there."

"I learned so much about drycleaning. I probably won't forget about it for a long time to come."

"I enjoyed everything. I hope you enjoyed me."

"The sprayer have a cool feel, it was like summer. I have a rabbit named Pinkie. He needs drycleaning. Day by day, I am your friend, Jean Medley."

"I told my mother about the trip and she said they should have threw me in with the clothes. I thought everything was very clean and neat. Keep up the good work, please."

These excerpts are from thank-you notes written to Swan Cleaners by children who have been tour guests. They are third graders who are studying clothing. They come with their teachers during school hours, often by school bus. The letters point up the importance of tours of business firms. Children seem to have an increasing impact on what parents think, do and buy.

Although we have had these tours for several years, we have been inclined to minimize their effectiveness as a means of impressing the children with our methods of operation and of their value to the teacher. Originally we looked upon the tours simply as a delightful



Can you take the freckles out too?

thing to do. Now we are revising our opinion of their importance to us, the children, the family and the teachers. Without too much obvious promotion our program is gaining momentum.

#### SIMPLICITY AND CLARITY

Striving for simplicity and clarity in the words we use, we worked out a presentation with careful attention to detail. The showing of the machinery is handled as dramatically as possible. Everything is done to make the children feel welcome—with the same courtesy one would extend to grown-ups. The tour lasts 30 minutes.

The atmosphere of intimacy and informality is partly due to decentralized operation. Unlike many other businesses, each store area is comparatively small, with a small group of people working in close association. At some stations our own folks show and tell what they do. Everyone is introduced to the children by name. Our people have gradually entered into the spirit of the showing and have become a real part of the performance. They are developing into good hosts and hostesses.

At the end of the tour, we have a surprise party with ice cream and cookies. The pink cookies, in the shape of a swan, are specially baked for us. Many of the children refuse to eat the cookies; they take them home to show their mothers. The party is very informal and the children love it.

Each is given a booklet "Our Trip To Swan Cleaners" as he leaves. It is striking in appearance with gay drawings in bright yellow, green, blue and red.

#### A JOY TO DO

The book was a joy to do. It translates drycleaning processes into simple, vivid terms. Woven into the story are phrases the children had used in their thank-you notes to describe what they liked best about the machinery and the showing. The names they created for the various pieces of equipment were incorporated into the story.

After we had absorbed their descriptive phrases and steeped ourselves in them until they almost became a part of our own vocabulary, the booklet almost wrote itself. Because we were so close to the children and their reactions, it was comparatively simple to convey their enjoyment in seeing and hearing about drycleaning.

The booklet was meant to be read aloud. It "sounds" better than when read silently. This is because the actual words spoken during the showing were used. We have kept the humor also, by relating the little happenings that amused the children so much.

After the story was written, it was checked by a clever little third grader who had previously been on a tour. She read it aloud and we listened carefully to see if she was reading with understanding. Later we smoothed over certain places where she hesitated or stumbled during reading. We watched to see if she laughed at the places we intended to be humorous. Then the booklet was checked

HELEN JONES REA is Public Relations Director for Swan Cleaners, Columbus, Ohio, the largest operation of its kind in the country. Before assuming her present position 10 years ago, Mrs. Rea was merchandise manager of the Columbus Better Business Bureau. She is a graduate of Ohio State University.



by the supervisor for the third grade teachers in the public schools. The type used was suggested by the public relations director for the city schools who also has charge of school publications.

The illustrations were done by George West, a commercial artist in Columbus. He retained the boldness and the humor of the color drawings the children have been sending in to us over the years. Along with this he made the machinery look fairly real and recognizable.

Here are examples of how we used the children's own words to describe one piece of equipment, the Wind Whip (the quotes are the children's own words):

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☐ Sometimes Bob wants to dry clothes in a hurry. He will put a dress on "Old Windy."

☐ "Old Windy" is a machine where hot air comes up and dries the dress—"in a minute." "How fat Old Windy was—blowing and puffing without a fuss" one little boy said.

☐ Some boys call Old Windy—the "Balloon" because the dress blows up and looks like a balloon. Or "the dress looks like a lady walking down the street when it is very windy." The hot air dries the dress—"real quick"—and blows the wrinkles out. Children think Old Windy is very funny—they laugh at him.

The humor all stems from the children. Here are two little stories with which we used illustrations:

☐ "Once a little boy left his clothes to be cleaned. He ran back to the store in five minutes, grabbed his coat from Mary. He put his hand in the pocket and pulled out—his pet hamster! We are glad his pet did not get dry-cleaned."

The other true story was told in connection with an explanation of the spotting process:

☐ "One time a little red-haired girl was so surprised at how easy the spots came out. She asked Bob the spotter: 'Can you take freckles out too?'"

Then there was a poem a class sent in about the way we bag clothes:

☐ "Clothes are put on a big pole.  
 Down comes the plastic off the roll.  
 The way they wrap the clothes in bags  
 Makes them look like silver flags."

The booklet ends with:

☐ "We hope you have had fun at the cleaners and have learned a lot about drycleaning. Maybe you will like to make your own color drawings of what you saw in the store. We expect your mother will like to hear all about your trip too. Good-bye—thank you for coming. Come see us again."

The last illustration shows the children going toward a yellow school bus, waving and calling "Thank you."

Reactions develop slowly to this sort of promotion. We have made no effort to push distribution of the booklet by any other means. One comment we appreciated was: "The booklet is one of the most lasting pieces of promotion I have seen. It will stay around a house a long time and will be read by many members of the family."

One teacher wrote: "The children received a great deal of enjoyment from the booklet. They looked at it in the light of a review and a recall of what they had just seen. This, I feel, is a good learning tool. It meets the need of the slow learn-

ers as well as the more capable students, through the colorful illustrations as well as the explanations."

## ANOTHER LETTER

Another letter from a third grade teacher brings out the value of these tours:

"My Dear Mrs. Rea: May I add my thanks to that of the children for a most informative and happy afternoon. As the boys and girls said: 'It was the best trip we ever had.' I quite agree.

"One would be dull indeed if he did not recognize the thorough planning that went into such an afternoon.

"Everything was geared to the children's level. The cooperation of all the employees and the lovely feeling of really being *welcome* makes it all so worthwhile.

"Children are such imitators. I think it is splendid that good manners are so evident. And I know this is not achieved without conscious effort toward such a detail."

Recently a third grade teacher who had brought her classes for three years was asked to evaluate these tours. She summed it up as follows:

"The tours are good, children are so interested. They learn a lot and remember a lot. *Seeing* means a lot more than reading or watching a movie.

"We feel you *like* to have them. Some tours at other places are not well planned, we have the feeling it is just something they *have* to do. They seem not to have any real interest. They do not get close to the children.

"The children like the book. It brings back to them what they saw on the trip. They go through so quickly that they do not always grasp everything clearly. They look upon the book as their own and after several days, they take them home."





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## A Good Public Speaker Can Be an Added Plus

# Speaker's Bureaus Pay Off

By AL TOROIAN

EVERY major corporation, particularly a utility, has a message to communicate—it might be a sales message, it might be "propaganda" or it might be merely the expression of a good neighbor.

Probably the most effective and least expensive method of accomplishing this is by establishing a company "Speakers' Bureau."

The Wabash Railroad at St. Louis, Mo., inaugurated its Speakers' Bureau with the intent of keeping its on-line communities apprised of the national railroad situation and of the progress and development of the company. We attempted to make each presentation have a local tie-in. To date, the bureau has enjoyed a measure of success and its activities continue to expand.

### SOME MISGIVINGS

When this proposition was first presented to management, there were at first some misgivings:

Number one, it was felt there were few good public speakers in the company ranks.

Number two, it would be difficult to find audiences willing to listen to railroad speakers.

Number three, it would conflict with a national railroad speakers' bureau already in operation.

Number four, the individual speakers would have difficulty in researching and preparing their individual speeches.

It is true there are few polished public speakers available in an organization the size of our railroad, but it was explained that we did not necessarily require highly-polished public speakers. Our

speaking engagements would be before local civic organizations meeting every week, not anticipating a Red Motley or a George Jessel.

Often, speaking engagements are augmented with a good film, thus leaving the speaker about 15 minutes to talk. It was felt that any responsible sales or operating officer has the ability to stand before a group and discuss railroading and do an adequate job. This theory proved to be correct and, as the program expanded, individual members gained confidence from witnessing the success of others.

### THE EASY PART

The easiest part is lining up speaking engagements. In every small town, there are civic and service clubs such as Rotary, Lions, Kiwanis, etc. These organizations usually meet once a week and

the program chairman has a tremendous challenge lining up a program about 50 weeks of the year. Therefore, they were delighted to hear that the railroad had a speaker and a film available to present before their club.

This is a most select group to whom we want to convey our message. Usually these organizations are composed of the top business and civic leaders of the community and they are greatly concerned with an institution which serves their community. In most cases, we found them highly sympathetic to the problems facing the railroad industry and they consistently expressed surprise and concern upon being informed of the railroads' situation.

Regarding the national railroad speakers' bureau, we felt that our message was different. The "national" speakers were dedicated to conveying the truth about



Speaker's Kit prepared by Wabash's Public Relations Department includes pertinent data on railroad—history and annual report, and material from industry's association.

AL TOROIAN is Manager of Public Relations for the Wabash Railroad Company, St. Louis. He is a journalism graduate of the University of Missouri and has written several articles for railroad publications.



railroads to the public. We also hoped to do this as well as to uphold the reputation of our own railroad with local businessmen and civic leaders. Naturally there are likely to be prominent customers in the local groups for which we provide speakers.

Research work involved in preparing speeches was possibly the greatest obstacle which confronted us. Many of our people stated they did not have the information available nor the time to prepare and write a speech. One of the first things the Public Relations Department did was to prepare a "Speaker's Kit." This kit contains a wealth of information about the national railroad industry from a historical and contemporary point of view. In addition, the kit included pertinent information about the railroad—its history, physical properties, its financial condition and tax contributions.

#### CHOOSE A SUBJECT

Speakers were advised to choose their own subject and prepare their own speech. They were also told there was no necessity to write a lengthy polished speech but could do as well by preparing an outline and speaking extemporaneously. We told them the civic clubs did not expect a prepared manuscript and would be happy to have someone appear before them and speak on any subject they felt best equipped to handle.

It was initially decided that the size of the town would determine the stature of the speaker. For an appearance in a large metropolitan city, we planned to assign one of our general officers. In the case of a small community, 5,000 or so, it would usually be handled by the local traffic or operating officer assigned to that territory. Of course, the majority of speaking engagements come from smaller communities since metropolitan civic clubs are likely to be more sophisticated and more demanding in their requirements. Usually in larger cities, local church groups are in search of speakers and while we have not made an effort to contact them, they do offer an excellent forum for speakers.

There are other institutions and forums on the look-out for a good program but, in our estimation, few can compare with civic and service clubs. Here, assembled in one group, are the town's most influential civic and industrial leaders and a 15-minute speech before such a select audience may be as effective as any other type of communication could be. After all, these are the people who mold opinion and make decisions in that community.

A speakers' bureau will help establish a friendly corporate picture, showing a community that the corporation heartily acknowledges that community's existence and is interested in its point of view. It is also an excellent opportunity to



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ascertain what local communities think about the corporation.

The speakers' bureau should be available for any group, regardless of size. We have spoken before a group as small as 12 and as large as 200. The size of the audience does not necessarily reflect its acceptance of the speaker or its enthusiasm for the subject. The company should have a reputation for always having someone available regardless of the group, its location or size.

The Wabash Public Relations Department, of course, coordinates this entire program and assists the individual speakers in their engagements if they so de-

sire. The department does all it can to generate local news interest before and after the speech. Our president, who is vitally interested in this program, is advised of every speaking engagement; he is told the name of the speaker, the name and location of the organization, the size of the group and the audience's reaction.

While each company, by virtue of its structure and situation, will have to tailor its bureau to its particular operation, it is my opinion that a speakers' bureau should be a part of every sizable company's public relations program, regardless of its type of operation.

## LETTERS TO THE EDITOR

### COMMITTEES MUST GO

It is time we stop practicing public relations by committees, if we hope to achieve a semblance of professionalism. Charity and civic organizations have too long called upon practitioners to serve as a group to handle public relations. Such group action has seldom produced more than mediocre results, even though fully qualified personnel participate. It is wasteful of time. And it generally allows the most influential people in a community to see public relations personnel perform under the most unfavorable conditions.

Not long ago, the president of a major state university invited members of a local Public Relations Society of America chapter to have lunch with him and discuss problems connected with a large school project. The university public relations director set up the meeting.

The gathering served an excellent purpose by exposing the group to details of the project. But, then came the inevitable portion of the program when practitioners were called upon to provide ideas and suggestions. No committee was formed, and the results were similar.

Intelligent practitioners groped for ideas to toss out. Most suggestions had long been considered and discarded by the university staff. Not one constructive thought was forthcoming, as the practitioners were poorly informed and ill-prepared to make recommendations. Result—the entire membership looked like foolish school kids grasping in the blue for ideas. We certainly didn't look like professionals in action, nor did we impress university officials.

Let's take a leaf from the doctors' and lawyers' book. They do not practice law or medicine through committees.

Every PRSA chapter is called upon to provide service to charity and civic projects which appear unable to pay for professional counsel. (Many of these want free public relations guidance, but pay for other services.) If we feel it is in the best interest of the chapter to provide counsel as a community service, at least let's stop the committee approach.

One practitioner can more effectively act as counsel than a committee of a dozen. He can call upon specialists, if he needs assistance. However, one person has the full responsibility of assembling facts and making recommendations.

Just as lawyers and doctors, we must study the problem to give intelligent counsel. And, each practitioner will likely approach the solution in a different manner. Neither of these factors lends itself to committee action.

Roy J. Leffingwell  
Leffingwell/Associates  
Honolulu, Hawaii

### AN APPETITE FOR RESEARCH

THE PUBLIC RELATIONS JOURNAL, in cooperation with the Communications Research Center of Boston University in September 1960, published a list of seven theses completed by candidates for the M.S. Degree in the Public Relations Division of the School of Public Relations and Communications. This listing consisted of the titles, a brief description of the various theses, and an offer of a short abstract to anyone interested enough to write for one. The response to this offer has been extensive enough to warrant a brief comment with some observations.

The requests have come from many parts of the United States—from California to

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Florida and Texas to Minnesota. In all, 18 states are represented. In addition, four requests came from outside the United States: The Province of Saskatchewan and Toronto, Canada; Poona, India, and Durban, South Africa. Most have been for two or more abstracts and they are still coming in.

I believe these requests indicate a growing thirst for knowledge on the part of people in public relations—in particular, a thirst for knowledge for research data of all types. I think that this is a good sign and that the appetite for research data will grow. The time is rapidly coming when we will have to turn more and more energy to disseminating this knowledge to say nothing of producing this knowledge in the first place.

For our part at the Center, we hope to continue to make these theses abstracts available, and on a larger scale. In addition, we hope to do an increasingly effective job of making all other research that we do more generally known.

Dr. Edward J. Robinson  
Communications Research Center  
Boston University

### ON COOPERATIVES AGAIN

I can't let pass without notice those stones thrown at Calvin Kytte and our good U. S. cooperatives by several persons who contributed letters to the editor's page of the February JOURNAL.

Congress has repeatedly made studies of assertions like those made by Ron Kennedy, Lester Garner and Prof. Harry Guthmann. Each time, the Cooperative method of doing business has been approved by Congress, as has the tax structure governing them. Furthermore, every president of these United States has made strong statements for the past thirty years in support of the Cooperatives' stand.

Kennedy, Garner and Guthmann, and others obviously overlook one thing when they talk about patronage refunds:

A patronage refund is a reduction in the cost of supplies or services and is given in proportion to the purchases made by the individual or firm. Dividends or other earnings, on the other hand, are paid for the use of the money invested in the company. They are not a reduction in the cost of goods.

Cooperatives pay Federal Income taxes on money retained when not returned as a patronage. A good case in point is the GLF Cooperative in the State of New York. A quick check will reveal GLF has paid millions in taxes.

You know of the recent case of American Motors returning money to each buyer of a Rambler. Would American Motors be forced to pay a tax on the money returned? Henry Ford did the same thing many years ago in giving back \$50 of the purchase price. Any company can do this if it so chooses. Why do critics jab at cooperatives when they operate a non-profit organization themselves?

Many stores also issue green stamps as a form of patronage. Do these businesses pay an income tax on the value of the stamps?

Clarence W. Funk  
Pennsylvania Farm Bureau  
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# The Westinghouse Science Honors Institute

**T**HE Westinghouse Science Honors Institute is an educational program, founded upon the enthusiasm and dedication of a group of industrial research scientists, which has had valuable public relations outcomes for Westinghouse Electric Corporation.

The Institute is aimed at a major problem in secondary education: that of meeting the needs of the more-gifted student. This is a particularly acute problem in science, where events come too fast for textbooks and teachers to keep abreast of them, where limited laboratory facilities and shortage of time prevent a meaningful presentation of modern scientific developments, and where the need for turning out the best possible student product is of growing national concern.

A few years ago, a number of scientists at the Westinghouse Research Laboratories reached the conclusion that here was an area of education to which they could make a real contribution. Here, in these great industrial laboratories near Pittsburgh, they saw a concentration of scientific talent and laboratory facilities that no science student would likely encounter until at least the graduate level.

With this conviction, and under the stimulation of physical chemist Milton M. Wachtel, the Westinghouse scientists proposed a series of Saturday morning science classes for the most-gifted high school seniors in the Pittsburgh area. The objectives of the program were to expose the student to the newest frontiers in science, to inspire him to a scientific career, to challenge his intellectual capabilities, to bring him face to face with the professional scientist and the scientific way of life.

After consultation with representatives of the regional public, private, and parochial schools, the Saturday classes took the form of a series of lecture-demonstrations in the Laboratories' auditorium. Following this session, the students break up into smaller groups of 10 or 12 for less-formal discussion in the laboratories of the professional scientists who work in the field. Finally, the entire group reassembles in the Laboratories' cafeteria for a noontime snack and an informal "bull session" with the lecturer and group discussion leaders.

The program, known as the Westinghouse Science Honors Institute, began a trial run of six Saturday sessions in February, 1958. The participants were selected by their respective high schools on the basis of their scholarship, interest, and aptitude in science. It was made

clear to them that the object of the Institute was instruction, not entertainment; attendance was required; many schools chose to enter a student's participation upon his high school record.

Following the trial run, enthusiasm for the Science Honors Institute caused it to be placed on an annual full-time basis. Twelve sessions are scheduled during the academic year. For two years now, 240 students (the capacity of the Laboratories' auditorium) have attended. The areas of modern science they have been exposed to include such fields as nuclear physics, space propulsion, solid state chemistry, cryogenics, computers, and the physics of metals.

What started out to be a local effort to inspire and encourage a few young people in the Pittsburgh area has grown into a program of national impact. Other Westinghouse plant locations are taking up the idea. The lecture-demonstrations, reshaped into television format, have been made into a 10-program television series, LAB-30, produced by the Westinghouse Broadcasting Company. LAB-30 was seen on all Westinghouse television outlets and is currently being offered without cost to other commercial stations throughout the country. Hugh Downs acts as host on the series, which features a different Westinghouse research scientist on each show.

The Science Honors Institute has had another unexpected outcome. Last fall, the E. P. Dutton Company published *Saturday Science*, a compilation of the lecture-demonstrations in book form. This science reader and reference book, authored by the Institute's scientific "faculty," has had unusual initial success. The book, the LAB-30 series, and the Science Honors Institute itself have received very wide publicity in national news media.

In October, 1960 the fourth Institute (for the 1960-61 school year) began with an enrollment of 240 of the top seniors in Pittsburgh and Allegheny County as Saturday scholars. Based on a survey of previous participants, an estimated 95 per cent of them will go on to higher education; 95 per cent of these will major in science; they will attend some 40 different colleges and universities; they will seek their degrees in some 30 different branches of science from aeronautical engineering to zoology, 55 per cent of them will attain some form of scholarship.

The Westinghouse Science Honors Institute gives every indication of growing in stature and worth as the program continues.



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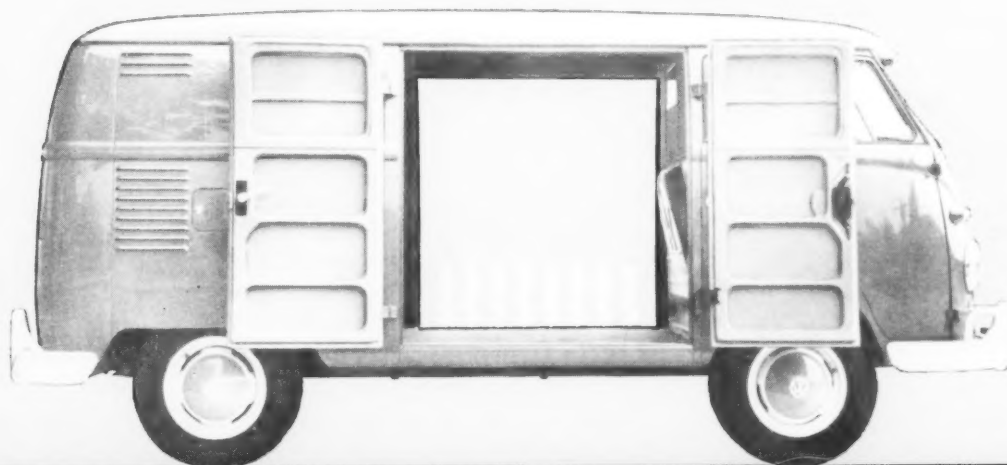
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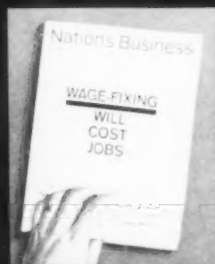
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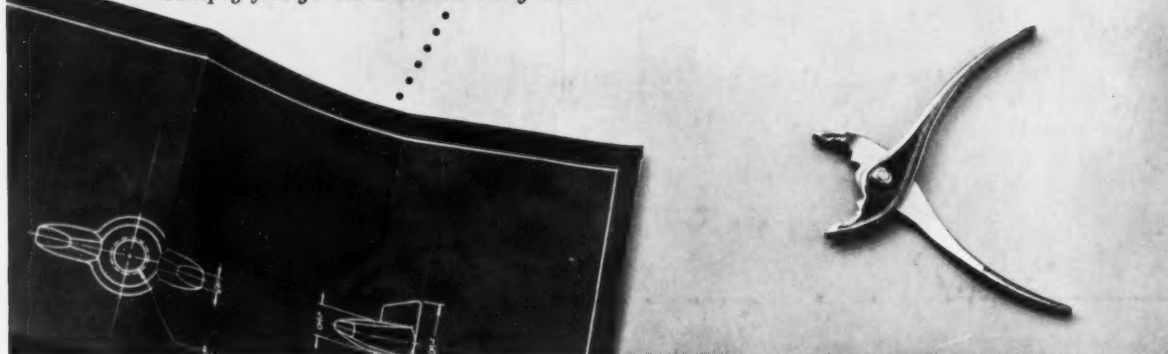
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